

Administrative Authority
Misc.

URBAN RENEWAL

NHA RESPONSE TO HUD FINDINGS
AND RECOMMENDATIONS

FEBRUARY 22, 1971

URBAN RENEWAL

I. FindingsA. Staff

An analysis of the payrolls of the Newark Housing Authority for the nine months ended 12/31/70 shows that of the 1309 employees 565 were charged directly to Low Rent Housing, and 286 to Urban Renewal with the remaining 458 distributed between the two. Approximately 42% of the salaries of the 458 were charged to urban renewal, or the equivalent of 198 employees. Thus, the salaries of 478 of the 1309 employees are charged to urban renewal.

The annual administrative budget for urban renewal has increased from \$2,854,800 for 1968-69 to \$5,960,300 for 1970-71. The major part of the increase was due to payroll costs which rose approximately \$2,500,000 or 100% in the past two years.

A review of the status of the urban renewal activities raises question about the need for this size staff charged to urban renewal.

NHA Response:

The analysis of the payroll of the NHA conducted by HUD reveals the inadequacies and inconsistencies of the survey team's report. The payroll computer print-out as of 12/31/70 reveals that of the 1309 employees listed, 37 were inactive which shows that the NHA has 1272 employees on active duty.

COMPARISON ACTUAL URA STAFF SALARIES
1968-69 FISCAL YEAR - AGAINST - 1970-71 FISCAL YEAR

Actual 4/1/70 through 12/31/70 plus projection for the period 1/1/71 - 3/31/71	\$4,172,083
Actual 4/1/68 through 3/31/69	<u>2,140,197</u>
Total Increase	<u>\$2,031,886</u>

Note: HUD used Budgeted figures rather than actual.
The Budget figures are only an estimate - the actual costs reflect the amounts paid and charged.

INCREASE OF 2,500,000 IN URBAN RENEWAL
PAYROLL 3/31/69 - 12/31/70 AS PER HUD REPORT

<u>Relocation</u>	<u>Fiscal Year 1969</u>	<u>Actual 4/1/70-12/31/70</u>	<u>Increase</u>
Number Employees	<u>70</u>	<u>190</u>	<u>120</u>
Amount \$	424,324.00	1,069,085.00	
Projected for last qt. (3/31/71)	<u>-0-</u>	<u>356,362.00</u>	
TOTALS	<u>424,324.00</u>	<u>1,425,447.00</u>	<u>1,001,123.00</u>

<u>Community Service Workers</u>	<u>Fiscal Year</u> <u>1969</u>	<u>Actual</u> <u>4/1/70-12/31/70</u>	<u>Increase</u>
Number Employees	<u>28</u>	<u>57</u>	<u>29</u>
Amount \$	<u>182,474.00</u>	<u>351,403.00</u>	
Projected for last qt. (3/31/71) -0-		<u>117,134.00</u>	
TOTALS	<u>182,474.00</u>	<u>468,537.00</u>	<u>286,063.00</u>
Increase total No. Employees			149
Increase total \$			<u>1,287,186.00</u>

All of the above additional staff requested by HUD Philadelphia Regional office and approved in current URA Consolidated Annual Administration Budget.

In addition, the total number of employees approved in the current Consolidated Annual Administrative Budget for URA is 599. We have actually working and being charged 590. HUD used the budget figures in arriving at their computations. Actual costs for salaries indicate salary costs will definitely be at least \$300,000 under the budgeted figure. The Housing Authority, as a result of negotiations with the Union and with the full approval of both the Urban Renewal Regional Office and the Public Housing Regional Office, approved the negotiated contract with the Union Local #305 AFL-CIO. These negotiations and new agreements resulted in a \$525 -- across the board increase plus the regular annual increment for the fiscal year 1969-70 and a \$500 -- across the board increase plus the regular annual increment for the fiscal year 1970-71. The agreement for the fiscal year 1970-71 also included a provision to reduce regular annual increments from 9 steps to 6 steps in many grade categories.

A recapitulation of the additional salary costs involved from 3/31/69 through 3/31/71 for the Urban Renewal Program is contained in the following table.

Exhibit "A"

Increased salary costs as per additional URA employees requested by HUD Regional Office for Relocation and Community Service Workers	1,287,186.00
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590 employees less 247 equal to 343 employees as a result of Union negotiations and increases approved by HUD average \$1,800 per employee (across the board increased and regular increments for two years.	<u>617,400.00</u>
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1,904,586.00

Additional Increases:
Overtime URA employees, additional staff
requirements Central Office Urban Renewal
increases due to promotions as per Civil
Service Exams, etc.

127,300.00

TOTAL INCREASES

2,031,806.00

The increase in the Annual Administrative Budget from 1968-69 to 1970-71 has been the result of a recommendation by HUD to enlarge the Relocation and Community Relations Departments. The Philadelphia Regional Office stated that with the size of the Urban Renewal program in Newark and with the need to service several thousand potential relocatees, the Relocation Department was inadequate. Therefore, after numerous meetings with the HUD Relocation staff, a budget revision was prepared and submitted in January 17, 1969. (Copy attached). Because of the expanded services in property management, land clearance and clean-up, the proposed leased housing program, etc., additions were made to the various departments as follows: Development - 13 employees, Business Relocation - 9, Relocation - 56, Research - 6, Leased-Private Housing Referrals - 6, Community Relations - 15, and Tenant Selection - 4. These revisions were approved by HUD which added 109 employees to the NHA staff. Then the 1969-70 Annual Administration Budget reflected further increases in the Relocation Department which then brought the total staff to 190 employees. The total increase to the NHA payroll amounted to 190 employees from the 1968-69 budget year to the 1970-71 year. Of these, 149 were in the Relocation and Community Relations Department. Also during this time, the 2,000 elderly units of Public Housing were being made available which included an additional 34 Management employees. Added to this are the cost-of-living increases and increments negotiated with the local unions which amounted to an average of \$1,800 per employee over the 2 year period.

A review of the status of Urban Renewal activities further amplifies HUD inconsistencies. No approvals have been forthcoming from HUD on Urban Renewal amendments for 2 years and yet the survey team raises questions about Newark's Urban Renewal program. This shall be explained more fully in this report, but it is important to note that HUD continuously expands and retracts its program and expects local agencies such as this which must comply with N. J. Civil Service regulations to expand and contract staff at will.

1. Development and Maintenance Services.

HUD Comments:

Many of these employees are prorated between Urban Renewal and Housing; those persons needed for urban renewal activities should be transferred full time to Urban Renewal with the rest of the employees that are needed charged 100% to housing.

NHA Response:

The employees working in the Development and Central Maintenance Services charged to both Urban Renewal and Housing are performing a centralized service. As in the situations involving such departments as Personnel, Purchasing, Finance, and Legal, employees are performing a centralized service to the Housing and Urban Renewal functions. For example, skilled and non-skilled maintenance employees working in the Central Maintenance Department are used in both Housing projects and in Relocation site properties for maintenance repairs. The property management functions of both Housing and Relocation dictate that these services must be provided. To state that the functions of Urban Renewal and Housing must be separated would result in a duplication of staff in both areas.

It appears inconceivable that HUD would want costs increased when it states in other portions of the report that staff must be reduced. To complete the separation would only further increase the present staff costs. As in other centralized services, the prorations for charges are allocated according to work performed for each department. The same occurs in the Development section. There are many costs related to the both programs, such as the use of the contracting officer, that are prorated accordingly.

A review of the HUD organizational structure reveals this same kind of situation of service provided for several areas or departments. HUD would then be required to completely separate its functions and increase staff with loss of economy of operation.

If it is the intent to transfer all employees performing Urban Renewal activities, then it would be necessary to employ separate Personnel, Finance, Purchasing and Legal staff which would result in far greater costs to the agency and HUD by the increased staff. This would appear to be rather ludicrous because economy and efficiency would be lost.

2. Relocation

HUD Comments:

The major categories by functions are: administrative, field workers, property management and claims. Of the 190 persons charged to relocation as of 12/31/70, 57 are not classified. Some temporary employees have been employed for 10 years as temporary employees and do not have civil service status.

NHA Response:

With regard to major categories and functions of Relocation Staff, the breakdown and the number of employees in each category is as follows:

	<u>Permanent</u>	<u>Temporary</u>	<u>Total</u>
Administrative	18	--	18
Field Workers	71	46*	118
Property Management	30	3	41
Claims	<u>11</u>	<u>2</u>	<u>13</u>
Total	138	51	190

* Includes 7 Housing Council members

The record indicates that as of February 1, 1971, there are 51 temporary employees in the Relocation Department. Since 1968, the staff of the Relocation Department has, with HUD approval, increased from 68 to 190 employees. It must further be pointed out that the NHA is proud of the number of those who have obtained permanent status in view of the normal delays and generally, less than satisfactory Civil Service examination system. We are separately submitting data as to the number of employees who have had in-service training and the high percentage of these who have successfully passed such examinations.

The statement that "some temporary employees have been employed for ten years as temporary employees" is at the best inaccurate. Our records indicate one such employee, who has remained temporary by unsuccessfully competing in Civil Service exams, but, with Civil Service being unable to present the Authority with sufficient certified names.

The remaining 50 temporary employees can be broken down as follows:

employment under 6 months	11
under 1 year	5
under 1 1/2 years	10
under 2 years	11
under 2 1/2 years	6
over 2 1/2 years	8

While there is a criticism in your report, we submit that these figures compare favorably with other large jurisdictions under the New Jersey Civil Service systems. Further, it should be noted that the total number of temporary employees in the NHA has decreased from 345 in 1969 to 184 in 1970 and to 156 as of this report which is only 8% of the total NHA staff of 1272 employees.

HUD Comments:

A more effective use of maintenance employees should reduce the need for third party contract maintenance services.

NHA Response:

In the past, based upon HUD local Public Agency Letter No. 448, the Newark Housing Authority has utilized outside local Contractors whenever its own maintenance staff was not able to perform the necessary functions. The limitations placed upon the Authority's maintenance men were based upon general lack of skills, as well as local craft union contracts. The Authority will do everything in its power to comply with the directive requesting it to more effectively utilize its employees. Attached is an outline of procedures to be followed by the Authority's maintenance employees in Urban Renewal Relocation Sites, in conformity with the Authority's stated intention to implement the HUD directive.

HUD Comments:

There is also more than one site manager with the same duties in certain field offices.

NHA Response:

The assignment of more than one Site Manager to certain field offices was an interim matter and was necessitated by Civil Service action on December 1, 1970. The reason for the dual assignments was for the purpose of orientation of the newly assigned Managers before the removal of previously assigned Managers. Action has now been taken with regard to this interim matter. At present, there are no relocation site offices with dual Managerial activities.

3. Social Services

HUD Comments:

Employees who service public housing tenants are charged to urban renewal.

NHA Response:

With the exception of 127 employees, all employees of the NHA perform the functions within the departments, Urban Renewal or Public Housing, to which they are charged. The excepted employees are assigned to departments with a centralized function, such as Finance & Accounts, Community Relations and Social Services, Personnel, Legal, or Development, which perform services for the Authority as a whole.

HUD Comments:

In addition, the social service staff that is working on urban renewal projects does not have specialized training or experience in social work or community organization. The staff has not been provided with systematic inservice skills training and there are no job classification for supervisor.

NHA Response:

The Social Service staff is composed of Community Service Workers and Aides. The worker categories require college degrees in order to compete for the Civil Service exams whereas the aides do not. The state Civil Service requirements does not stipulate that the college degree must be in the field of social work and therefore, competition is opened to anyone possessing any degree. In addition, it has been HUD which has stressed the need for recruiting and training of community people to work on community problems. The training is programmed once the individuals are in the Authority's employ. Therefore, it seems unusual that HUD has now reversed its position in stressing the need for social workers when in fact the Authority's staff refers site residents and project tenants to appropriate, cooperating social and welfare agencies with trained social workers on their staffs. Further, it should be noted that the director and the assistant executive director in this department have a wide range of social, psychological and community oriented experience in the field.

Again, it must be noted that HUD's inconsistencies can be related to this problem. In the submission of the Modernization Phase I program, there were provisions for 6 trained social workers to be employed with the NHA and provisions were to be made to have these people train other NHA Community Relations personnel. However, this part of the program was eliminated by HUD in their review and approval of MOD I. The NHA will again request assistance under special MOD funds for the use of experienced, trained social workers.

More detailed descriptions of the various Community Relations and Social Services job training programs follow:

The Community Relations and Social Services Department acutely aware of the need for well-trained, properly motivated staff geared to the demands and aspirations of this large Urban Community, has always stressed a variety of available training programs which seek to instill for the most part, a sense of professionalism as their primary objective.

The following training programs are those in which we have participated:

1. The New Careers Training Program, funded by the U. S. Department of Labor, focused on meaningful work experience and training for a number of NHA tenants who were recruited by staff during an intensive campaign designed to stimulate prospective applicants. See exhibit # New Careers Training Program
2. Industrial Training Services - funded by the Manpower Administration, U. S. Department of Labor, with NHA cooperation. This organization conducted three training programs directly related to Community Relations and Social Services personnel. They are as follows:
 - 1) In the Supervisory Skills Workshop - nine of the department's supervisory staff, including the director and his two immediate assistants, attended a series of sessions devoted to discussions about the principles, methods, procedures and techniques

of supervision, motivation and communications. The department's objectives were explored, as were personnel problems in carrying out specifics of the agency's responsibility, i.e., urban renewal, community and tenant relations.

- 2) The Upgrading of Community Service Aides program included twelve staff and was designed to prepare them to assume greater responsibility in serving their clients and to upgrade them to the newly structured jobs of Senior Community Service Aides. Following are some of the topics which were considered appropriate for inclusion in the Curriculum: 1.) Social Work Techniques; 2.) Principles of Community Relations; 3.) Principles of Sociology; 4.) Principles of Social Psychology; 5.) Principles and Techniques of Community Organization; 6.) Contemporary Urban Problems; 7.) Case Studies - Problem Solving; 8.) Analysis of Community Resources.
- 3) Community Service Aide Tutoring Program
This program was aimed at the number of staff who, although demonstrating their capability on the job and dedication to the work assigned, were in need of basic reassurance and coaching in the matter of Civil Service test taking with positive results. Some eighteen of the staff participated in a series of sessions which set forth the following objectives:
a) Trainees were to be familiarized with the types of examinations given by Civil Service to improve their general test-taking ability; b) Skill in analyzing and answering questions involving reasoning, judgment, comparison and evaluation was to be improved; c) Reading; c) Reading, speed and comprehension were to be improved; d) Learning ability, with emphasis on vocabulary, problem solving and mathematics, was to be improved; e) Suggestions and techniques for efficient study were to be stressed.

In addition to the aforementioned programs, a Laborer Upgrading Program, was also conducted in which one of our top Community Relations and Social Services staff members served as coordinator for the entire series and lecturer for one of the sessions.

The Community Relations and Social Services staff has been working with the training unit of our Personnel department developing an on-going program for new staff and upgrading the skills of other experienced personnel with dedicated professionalism as the primary objective. Two programs - one of which was geared to Supervisors Training with five of our staff as participants - have been successfully completed under the tutelage of Personnel's training unit; the other Program affected some eighteen of our staff. Currently, six of our staff are attending scheduled classes.

Some six of our former Community Relations and Social Services staff, having been enriched by the experience gained in this work, moved on to better jobs elsewhere - some to other NHA departments, while a few have assumed positions of leadership in active community organizations.

In a series of regularly scheduled staff meetings, additional in-service training was provided by representative of the following: a) Street Academies; b) PAC; c) Welfare Rights Organization; d) U.S. Department of Health; e) U.S. Department of Agriculture; f) CHR-ILL and Essex County College.

The Mount Carmel Guild, with its modern facilities and expanding programs, is providing specialized training for twelve of the staff in a series of sessions under its Director of Psychology.

We have provided, in our 1971-72 budget, job slots for clearly delineated supervisory personnel.

4. Rehabilitation

HUD Comments:

There are 20 people in the site office of the Clinton Hill Rehabilitation project (N.J. R-38). The staff does not appear sympathetic to the concept and value of rehabilitation loans and grants and needs training. There should be at least two city housing inspectors assigned exclusively to work in the project area. Assistance by the Authority's legal staff must be improved or a legal consultant should be hired.

* * * * *

The Clinton Hill project area is suitable for rehabilitation, but performance has been poor. In more than seven years project activities have been responsible for bringing only 108 structures into compliance. Only eight grants, seven loans and five combined loans and grants have been approved. (From I B. Administrative Performance)

NHA Response:

Project R-38 was initially conceived by the Newark Commission for Neighborhood Conservation and Rehabilitation. By 1958, the Clinton Hill area was designated a "pilot" rehabilitation project, non-federally assisted and intended as a proof that urban renewal could be performed without the bulldozer and Federal aid. However, acknowledgment was made that a limited amount of spot clearance would become necessary. By 1960 the decision was made to seek urban renewal funds. Staff work was performed by personnel assigned to the Newark Central Planning Board. Form N-6120 of March 15, 1961 listed 1468 standard dwellings and a total of 1587 which were to be rehabilitated, as well as 439 residential structures to be retained.

Shortly before entering the execution stage in October of 1963 this Project was re-assigned to the NHA, which was considered by HUD better equipped to handle the diverse aspects of execution activities. Within approximately one year the NHA, with the cooperation of and under the scrutiny of a local federation of block groups called CHARC (Clinton Hill Area Rehabilitation Committee)

determined the following: clearance had to double in scope; there were 1145 dwellings which needed rehabilitation; and only 821 dwellings were standard. Further changes, including clearance of some 15 added structures, are the subject of a Project amendment now pending HUD review (Part II submitted in December of 1970).

It is of interest to note the present status. The numbers are based on a complete census of the Project area, performed between September 1970 and February 1971. It was found that 1234 dwellings are subject to rehabilitation, the remainder having either been cleared, or designated for clearance through R-38 Project activities. Of these, 492 have completed rehabilitation, and 742 remain to be completed.

Deterioration of structures has been average for this area, containing predominantly old frame structures. A municipal park was constructed during 1965/1966. However, due to several reasons unrelated to NHA, it deteriorated rapidly and has now been turned over to the Board of Education for playground use. A new public school was built during 1968 on an existing municipal parking lot. This had the effect of depriving a major business thoroughfare, which bisects the Project, of much needed off-street parking. It also cuts off completely the only logical access from a major street to the municipal park. Two six-story apartment buildings were started in June of 1967, and their first occupants moved in by November of 1968. However, a group of local home builders, who were designated as developers of low-density housing on scatter sites, were unable to start their part of the development.

CHARC formed a corporation, which was designated in July of 1970 as redeveloper of the scattered new housing sites. In September of 1970 the administration of this project was reorganized. Considerable progress is being made in this area, with seed money from New Jersey's Home Finance Agency anticipated within several weeks, as well as a mortgage commitment for the first four sites, to contain development of 140 new and rehabilitation of 15 existing dwelling units.

A complete re-survey of all structures was commenced last October and completed in February. This has sparked a renewal of interest by area residents.

The area of financial advice has been strengthened and the number of "home loan advisors" increased to five. Training of this personnel, as well as all others assigned to this project, will be undertaken. Such training was performed in the past on a weekly basis and it will be re-instituted. Additional training is already in planning by the NHA Training Department since early December of 1970. Also, the nature and extent of available financing aid has been described to area residents and property owners since before 1965. This has taken the form of CHAPC meetings, individual personal interviews, fact sheets, newsletters, and similar publications distributed throughout the area. At present, a new information booklet is being prepared by the Research staff of the Division.

Many factors can be cited in deciding whether financial advice has been effective in R-38. We must acknowledge that voluntary rehabilitation has not

been successful in any major city. Thus, it is of critical importance to have the active participation of a licensed municipal inspector, with proper capability to enforce compliance. This is a situation requiring immediate attention, since the NHA has obtained very limited cooperation from the Municipal Division of Inspections throughout the execution period of R-38. Copies of correspondence pertaining to this are attached, ranging from April 21, 1964 to January 13, 1971. The city inspector is needed to provide o inducement to recalcitrant home owners (mostly not resident in the area) through issuance of violation notices. Throughout the administration of three mayors, which span the life of Project N.J. R-38, this service was available at brief intervals, or not at all. For example, a city inspector was assigned on September 28th, 1970 to work in Clinton Hill. On October 13th, 1970 he left the office of R-38 with some inspections partially completed, and has not returned as of this day. Again, this greatly hinders the progress of rehabilitation activities, since the NHA cannot bring recalcitrant owners into Housing Court.

Demolition of unsafe vacant structures has been of considerable concern to the area residents. Since October - November of 1970, a list of such structures was established as follows:

- 1) 9 owned by the NHA plus 6 more on which we hold options,
- 2) 4 awaiting HUD price approval.
- 3) 7 contained in the Pt. II now pending HUD review and approval.
- 4) 15 which have become unsafe since the most recent Pt. II and which therefore are not designated for acquisition with HUD funds.

Progress can be observed in the first group since last September - 4 completed demolitions, 3 title closings. Immediately upon receipt of necessary HUD approvals, it will be possible to move on properties in categories 2 and 3. The remaining, in category 4, were to be demolished by the City, according to a statement made by the Mayor to representatives of CHARC on September 21, 1970. Such demolition has not started, as of this date.

The continuing existence of fire-gutted and/or vandalized structures in this Project area is obviously harmful to health and safety of area residents. It is also discouraging to resident home owners who are rehabilitating their own properties. This situation is further complicated by an agreement reached between CHARC and the NHA (copy of letter of 1 November 66 attached) to stop all relocation activities in R-38 until "...construction has actually begun on ...town houses in block 2657 ..." Voluntary moves of site tenants were specified as not included in this. Although well-intentioned, this prohibition does have the effect that buildings considered to be unsafe, but still tenanted, cannot be vacated and demolished. Thus, necessary building demolition may have to be delayed for some time.

A General statement about the quality of performance in rehabilitation activities seems to depend on relative values. On July 1, 1970, HUD established "Urban Renewal production goals" for the NHA for the current fiscal year. These were, for Project R-38:

- 1) Rehabilitation completions: 60 units
- 2) Redevelopment starts: 80 units
- 3) Land conveyed: 1.87 acres.

These goals will be met, and exceeded. Although few units completed rehabilitation since July 1, 1970, that is partially due to seasonal considerations. Certainly, the target of 60 units will be exceeded by the end of June, 1971. Also, the percentages of completed work show a steady growth - indicating progress, even when the overall percentage has not reached 100. This does not include a number of properties which are difficult to reach. There are properties where entry was denied completely. Others exist, where work was started and is now not being continued. Thus, rather than counting structures, it would be more indicative to examine dwelling units. Of a total of 1234 to be rehabilitated, 492 or approximately 40% are completed. But, it would be misleading to consider even these numbers as indicative of the status of rehabilitation in R-38. Those incomplete include 220 dwellings, the owners of which refuse to cooperate (including four apartment buildings of 52, 49, 16, and 16 units). Lack of enforcement (municipal inspection) stymies NHA's efforts to obtain cooperation. Others have become substandard to a degree warranting clearance due to fires. The owners of another group are attempting to sell their properties, rather than rehabilitate them. Finally, CHARC has requested N.J. State funds to purchase a fire-gutted structure, in order to rehabilitate it. Thus:

1) Unwilling owners	220
2) Substandard	17
3) Owner selling	21
4) CHARC to rehab	17
<hr/>	
Total Dwellings	275

This leaves a final number of those which are in the process of rehabilitation at 496. The other 275 units can only be treated after action of others than the NHA.

Each property owner whose structure has not completed rehabilitation has been contacted from 30 to 80 times. This can hardly be construed as "lack of sympathy to the concept" or "poor performance". A copy of each summary card for properties so affected is available to HUD staff. In addition, disposal of 3.3 acres of land for the development of 140 new units is being processed currently by the NHA Legal Department. This will also exceed considerably HUD-established production goals for Project N.J. R-38.

B. Administrative Performance

HUD Comments:

There is a general lack of overall direction of the urban renewal program.

NHA Response:

We deny any lack of overall direction of the urban renewal program.

The overall direction of the program is vested on the Assistant Executive Director for Urban Renewal who works in the closest possible daily concerted effort with the Executive Director, and in turn transmits decisions down the line to lower staff echelons.

If we evaluate the accomplishments of the Newark Housing Authority in the field of urban renewal to date we find the results impressive.

Projects approved to date have brought \$156 million dollars of federal grants into Newark. Pending amendments will bring another \$27 million. One can only imagine what the City's economic position would be without this infusion of new money.

All projects (excluding R-121 which is treated separately) amount to 778 acres of which 473 are disposable. 250 acres are already sold. Physical improvements by developers, either entirely completed or already well into actual construction, amount to a quarter billion dollars. Any deficiency in overall direction would hardly have produced these results.

HUD Comments:

Greater coordination is needed between the Housing Authority and the City in determining the priorities for amendatory applications and planning of new projects.

NHA Response:

When the Newark Housing Authority files an Amendatory Application it must first be approved by the Central Planning Board and the Municipal Council. If the Amendatory entails any additional federal grant and City's share, a new cooperation agreement must also be approved by the Municipal Council.

Any new application for Survey and Planning funds must also receive the approval of the Municipal Council.

Conversely, we have never failed to follow any suggestions or recommendations of the Administration.

HUD Comments:

The Housing Authority blames rejection of Newark's Neighborhood Development Program application and the uncertainty of future federal funding for many current problems, but this does not eliminate the need for a modern management approach to a very large and complex urban renewal program.

NHA Response:

The Report could not be more correct. The effects of the NDP fiasco are still with us.

We were informed in December 1968 by HUD representatives that we were to convert our entire program into one Neighborhood Development Program. Pending its approval (which was assured) no amendatories or new projects would be accepted.

We complied and in February 1969 filed an NDP covering 13 active projects, plus two projects for which all planning had been completed but no funds provided, and three areas in the Model City. It was returned to use for minor revisions and resubmitted in acceptable form on March 6, 1969.

We were assured that it would be approved promptly - by April 1, 1969. April 1, came and passed and we were then told it would be approved before the end of that federal year or June 30, 1969. These promises continued to be made and broken until September 10, 1969 when we were informed orally by a Field Representative that our NDP was about to be returned with orders to reduce it to one-percent (1%) of its physical size. We quite naturally objected to this and carried our protests to both Philadelphia and Washington to no avail.

The NDP was never approved and in April, 1970 we were told that we would have to revert to the antiquated process of submitting Amendatories on individual projects. We have now nine Parts I or Parts II pending in HUD all of which we were assured will be approved. But - when?

It is a plain incontrovertible fact that we were ordered to file an NDP, deliberately mislead as to its approval, and then had it rejected.

This entire fiasco delayed Newark's urban renewal program by at least two years. For instance, land we had promised to deliver to developers in mid 1969 is today still not acquired. The money request is in the Amendatory R-6, which has been in the possession of HUD since last May. It has been completely reviewed but no one appears to know how to approve it.

No substantial additional money has come to Newark since the fall of 1968, except the approval of R-32.

HUD Comments:

Currently engineering plans are prepared in the Planning and Engineering section of Urban Renewal and the specifications for bid and supervision of the work, performed in the Development division. This results in duplication of work and unnecessary confusion.

NHA Response:

The requirement to eliminate duplication of work and to avoid unnecessary confusion is readily accepted. However, the need to completely separate the functions pertaining to Housing and to Urban Renewal is not essential and

CHRONOLOGY OF URBAN RENEWAL NDP FUNDING

In the fall of 1968 the Newark Housing Authority required extensive new funding. A number of existing projects needed additional funds to complete them due to overruns in the initial estimates made years before and caused largely by inflation in land costs and constantly escalating interest rates. The vast, and absolutely essential, Meadowland project required a major amendment. Two projects, Essex Heights, second stage, and St. Michael's, were completely planned but never funded. Three areas in the Model City had been surveyed and were prepared for clearance.

This was the situation when HUD first suggest and then, in December 1968, insisted that we pool all these requests in one package to be known as an NDP. We were assured that it would be approved and that we would start our next fiscal year April 1, 1969 with the necessary funds in hand. In the meantime, no individual requests for money on any specific project would be accepted and we should transfer money from project to project to bridge the money gap in the interim.

We filed the NDP in February 1969. It was returned for minor revision and refiled in acceptable form in March 1969. We were again assured of its immediate approval--certainly before April 1.

April 1 came and went and we were next told it would be approved before the close of the federal fiscal year, or June 30, 1969. Again, June 1 passed with no response. On September 10, 1969 we were informed by the HUD Field Representative that our RDP was about to be rejected, with the order that it be resubmitted to cover not more than 20 acres and, as only \$50 million was available to cover all of Region II, RDP, new projects, amendments to old projects and Model Cities, Newark's share would be insignificant.

To appreciate the effect of this bombshell, it is necessary to understand that our program comprises over 2,000 acres and the 20 acres offered us was less than one percent of the total. Our request was for \$47 million, based on the fact that this Authority actually expended \$42 million the preceding year.

As this was totally unacceptable, we met with the regional officials in Philadelphia on September 19, 1969 to no avail. Later in September a group of concerned city officials, businessmen, community leaders and MHA executives traveled to Washington to urge a review of the situation. HUD promised an answer in one month. On October 21, 1969 a group of businessmen, the Mayor, and the Executive Director of the Newark Housing Authority met with Secretary Romney here in Newark. He promised an answer in two weeks.

No responses--either positive or negative--came from anyone, although we made repeated efforts through all channels to get an answer.

Finally, on April 13, 1970, we were summoned to the regional office of HUD in Philadelphia and informed that the NDP concept was dead, for Newark at least, and that we would have to receive future money via the antiquated procedure of amending projects one at a time. These funds were to amount to approximately \$22 million dollars, spread over three fiscal years. They covered 9 projects. Any action on the most important project of all-- NJ R-121--was deferred pending the findings of two new federally appointed appraisers.

At this point we had no choice but to accept this proposal which, if honored by the government, although disappointing, would not have been disastrous. It was put in writing by the government on April 24, 1970 and the NDP was returned to us on August 3, 1970, eighteen months after it was submitted.

Since then there has been a change in the administration of the City of Newark. Hud has again been reorganized and Area Offices created, with the usual problems of restaffing, with new personnel completely ignorant of Newark, or the files on Newark's projects or past understandings or commitments. Incidentally, during the last mayoralty campaign in New York City, a successful attempt was made to direct attention from New York City's problems by making Newark a sort of national whipping boy.

Whatever the reasons may be, none of these amendments is as yet completely approved, nor is the review of R-121 yet completed. Nor have we received any of the money committed to us.

The results of over two years' drought of urban renewal financing is literally incalculable. Commitments were made by us based on federal assurances, only to be broken when the federal promises were found to be empty ones. Blighted areas lay rotting, with their residents suffering in buildings not fit for human habitation. These delays are cruel and border on criminal negligence.

Newark is a city which in 1969 was declared by the President as particularly requiring and deserving accelerated federal aid. Somewhere between the President's announcement and HUD's performance the message got lost.

to do so will result in unavoidable duplication of work (which is HUD's intention to eliminate), in lessened efficiency and in increased cost of operation.

The recommendation to eliminate confusion and duplication of work, if it exists, can be accomplished by further streamlining the functions involved in the preparation of the engineering designs, specifications for bids, and the subsequent supervision of the work.

HUD Comments:

Land disposition activities are fragmented; there is no disposition section for the promotion and sale of land. Since Newark's Urban Renewal Projects contain much cleared land, a concerted effort to sell the remaining parcels and work with redevelopers who have not yet begun construction could produce an immediate beneficial impact.

NHA Response:

It must never be forgotten that the large tracts of empty land one sees around the City are not the responsibility of the Newark Housing Authority. At great cost and travail, the Newark Housing Authority cleared close to 100 acres for the State of New Jersey for Route 75 and the Medical School. Twenty-six more acres were cleared for the County of Essex for a Jr. College and Skill Center. 63 additional acres were assigned to the Newark Housing Council. The Newark Housing Authority is quite powerless to force construction on these tracts. Only a minimal amount of uncommitted land remains over which we have jurisdiction.

In the past 18 months our procedure in acquiring land has been completely reorganized. We now operate under a system of "priorities". We only acquire, relocate from and demolish specific areas for which developers have plans to build immediately. This process will preclude the possibility of this Agency ever clearing a large tract for which we have no immediate use.

HUD Comments:

In relocation, third party contracts have not been executed for much of the relocation work the staff is performing for other public agencies.

NHA Response:

There are in existence, at present, two such contracts. The first is with the Board of Education of the City of Newark in which the contractual arrangement is such that the Relocation Division acts in a 100% capacity in performing the relocation function of all displacees from the several Board of Education clearance sites. This Contract will run until the total displacement has been completed. However, plans are underway to renegotiate the contract so that there will be a greater clarification as to several of the reimbursement conditions.

The second contract is one which was negotiated with the State Highway Department for the relocation of those families and individuals who are being displaced from the State Highway #78 right-of-way. However, the relocation service is provided only for those families and individuals who are specifically referred to the Newark Housing Authority for assistance. Reimbursement to the Housing Authority for services rendered is on the basis of total referrals made. Efforts to negotiate for a total displacement such as is stipulated in the Board of Education Contract have been unsuccessful. However, continuing efforts are being made along this line.

HUD Comments:

The referral procedures for rehousing resources should be revised and procedures for delinquent rent collections improved.

NHA Response:

The Authority will be happy to comply with HUD's recommendation that it revise its referral procedures for rehousing. It would welcome more specific directions from HUD to accomplish this end. With the advice, consent, and approval of HUD Relocation Officials, the entire rental policy and procedure has been amended, restated, and approved by the Newark Housing Authority Board of Commissioners. This statement, a copy of which is attached, was recommended as an amendment to improve the site delinquent rent collections. The procedures that have been adopted include the following major points:

1. Meetings and agreements with Welfare Department officials and field offices and welfare office staff are to be held on a monthly basis regarding Welfare and Newark Housing Authority tenants. (Copy of field office memo is attached.
2. Specific field workers were to be assigned the management function task of rent collecting. All rents were to be set on the basis of tenants' ability to pay and in line with the rent income ratio, not to exceed in any case more than 25% of income. Other pertinent considerations were condition of structure, etc.
3. Legal steps are to be taken for actual rent collections.
4. As a last result, collection agencies are to be utilized for collection.
5. Rent Hearings are to be given delinquent tenants prior to taking legal action.

The operation of the above-described procedure and practice has been in effect for the past several months and results are now becoming apparent in the desired areas. It is hoped that we will continue to show a decrease in rent delinquencies.

HUD Comments:

Changes are needed in the Authority's procedures for leasing vacant land as parking lots.

NHA Response:

A change has already been recommended which should alleviate this condition. It related to the advertising of the proposed vacant land usage and a submission of bids for rent. (See attached Resolution.)

C. Community Standing of Newark Housing Authority

HUD Comments:

There appeared to be a general lack of confidence in the Newark Housing Authority, primarily due to housing management problems, but also in part to a widespread impression of ineptness and unnecessary delays in the urban renewal program. (See the Authority's responses to HUD's public housing findings for comments on "housing management problems".)

NHA Response:

We categorically deny the charge of ineptitude. We could hardly have accomplished all the things we did if we were inept. See reply to "Administrative Performance" for more data on this subject.

Delays seem inherent in urban renewal--not only in Newark but nationally. Promises of streamlined operations emanate periodically from Washington but the system remains the same.

We have made many submissions to the present HUD administration and its predecessors and we find that the federal government took an average of almost 6 months to review a S & P application; six months more to review our Part I and a little over 6 months to review Part II. That is at least 1 1/2 years on an average project that the local agency spends standing by waiting for federal reviews. We are also required to get numerous local approvals and while the local governing bodies usually act much more expeditiously than the federal government, the process is still slow.

While we are on the subject of delay, we list below nine submissions that are still pending in HUD. The oldest of these dates back to May 1970, or three-quarters of a year:

PENDING IN HUD

	<u>PART I</u>		<u>PART II</u>	
	<u>Filed</u>	<u>Approved</u>	<u>Filed</u>	<u>Approved</u>
NJ R-6 - Old Third Ward	5-28-70			
NJ R-49 - Hill Street	9-9-70			
NJ R-156 - St. Michael's	11-13-70			
NJ R-62 - Essex Heights	1-21-71			
NJ R-45 - Newark College Expansion	5-20-70	7-16-70	12-24-70	
NJ R-52 - South Broad	5-21-70	7-7-70	12-24-70	
NJ R-72 - Fairmount	5-21-70	7-14-70	12-24-70	
NJ R-38 - Lower Clinton Hill	5-21-70	7-17-70	1-4-71	

Neighborhood Facilities (NJ R-32) 12-31-70

In any discussion of delays special mention of Project NJ R-121, (Industrial River) must be made.

Newark is an old congested city with only one tract of predominately vacant land available for redevelopment; that is the 1528 acre site comprising R-121.

Newark's greatest need is for more jobs and more ratables. The only place they can be created is in this project. Its development is literally a "must" for the future of the City. There is no disagreement from any source on this fact.

When this project went into execution we assigned all disposable land to the Newark Industrial Development Corporation (NIDC), which is composed of non-salaried members appointed by the Mayor and the business community. All applications from prospective developers are screened by this group and preference given to those firms who would produce the maximum employment of unskilled or semi-skilled workers and the largest new ratables.

At the time we filed the MDP (the end of 1968), we included substantial additional funds for this project. These were required because the cost of land stabilization had increased due to the national problem of inflation, and as we studied the project more intimately, we found more substandard property that should be acquired.

These funds are still not approved. A freeze has been imposed on all stabilization. Two federally selected appraisers are studying the entire project. Their report was due last October and is still incomplete.

In spite of these difficulties, six industrial plants have completed their construction and are operating. These buildings amount to 350 thousand square feet of new industrial space. Two others are under construction containing an additional 200 thousand square feet.

We have received acceptable bids for the piling and remaining stabilization for the Ideal Toy's first 40 acres. We are awaiting HUD's approval of those bids in order that we may award the contracts. Ultimately this plant will occupy 95 acres with 2 million square feet of floor space and bring about 8,000 employees to Newark.

In the meantime, the NIDC has made 30 additional assignments of land to industrial developers. There are firm commitments accompanied by good faith deposits of approximately \$250,000.

The interminable delays have already forced several of these firms to withdraw and request return of their deposits. If this project does not go forward promptly, the project will fail and all the time and effort put into it will be wasted. The harm to the City's economy will be incalculable.

HUD Comments:

Relations with the City Administration are poor. There is little cooperation or communication (sic), and much personal animosity.

NHA Response:

We are not aware of this and frankly do not understand what could have prompted such a sweeping generality. We are in constant daily touch with the various City Departments in a most friendly cooperative spirit. We feel sure that if you would check with the recent HUD Task Force that worked on Operation Rehab, you will find that we supplied much of the data used in making that successful application.

This is not to say that problems do not exist in the Authority's relations with the city of Newark, as mentioned above in our responses to the Rehabilitation section of the HUD findings. But these hardly result in "little cooperation" and "much personal animosity."

HUD Comments:

The relations with area residents are strained, due in part to the vast clearance activities and the long time for which some land has remained vacant and undeveloped. The Housing Authority has begun to work with some community groups on the redevelopment of vacant land, but greater staff coordination is needed to expedite these developments.

NHA Response:

See the Authority's responses, above, to the sections of I B., p.3 in HUD's findings, which are concerned with "land disposition" and "cleared land". Again, the Authority can certainly not be held responsible for these development delays. Any particular, definite, and concrete proposals that HUD may have which will lead to progress in this area would be appreciated by the Authority. As the HUD team itself recognized, the Authority "has begun to work with some community groups on the redevelopment of vacant land." The Authority has performed, and will continue to perform, all redevelopment work within its purpose powers and cognizance.

II. Recommendations

HUD Comments:

A. None of the costs of the public housing division should be borne by urban renewal. The urban renewal functions formerly in Development and Maintenance Services would be consolidated with other urban renewal activities.

NHA Response:

This recommendation is accepted readily. No costs of the Public Housing Division are borne by Urban Renewal. All costs are prorated according to the functions performed for each program. The Urban Renewal functions in Development and Maintenance Services were charged to Urban Renewal based on the recommendations of HUD in the budget revision of December 1969, which expanded the Relocation property management and maintenance function. It remains inconceivable that HUD would want to violate its precepts on economy by duplicating functions. This would be the same as HUD stating that Urban

Renewal and Housing should each have its own personnel, legal and finance departments, which would result in the need for many more employees and in decreased efficiency.

B. Improvement in Urban Renewal Structure

HUD Comments:

All urban renewal functions should be centralized within the urban renewal division. A technical services branch should have responsibility for real estate, planning, engineering and rehabilitation. A strong land disposition section should be created and an aggressive program of land marketing begun. All engineering, from preparation of plans through supervision of work, would be under the urban renewal engineering division.

NHA Response:

In order to abide by HUD recommendations and to facilitate the Urban Renewal process, the Authority will implement the following changes in its organizational structure. The Urban Renewal Department will contain a processing section, a land section which will be responsible for promotion and marketing of available Urban Renewal land and a section of project coordinators or managers which will be responsible for the scheduling and maintaining of project activities.

The rehabilitation and planning section will be responsible for an improved, more aggressive rehabilitation program. In conjunction with rehabilitation, the planning section will concentrate on all activities involving Authority programs, including housing, commercial locations, etc. However, the "Research Division which is presently in this Department, will be placed in the Administrative Services area, inasmuch as it is a centralized staff service, as are the departments of Personnel, Finance, Purchasing and Legal Department.

The Development Division, as a centralized service department will be responsible for all engineering aspects of the entire program. In this way, the engineering and drafting sections of the two existing departments can be consolidated. This will affect a more efficient and economical operation by not maintaining two separate sections, which would only increase staff costs. All engineering preparations, specifications for bids and supervision of work will be this Department's concern and therefore this department, as a centralized functioning unit, will be responsible for all technical and engineering support for the entire Authority. In this manner, the confusion and delays mentioned in the report would be eliminated.

However, there are many details, too numerous to mention in this report, which must be considered. It is therefore suggested that officials of this agency meet with representatives of the HUD Newark Area Office in order to develop an organizational structure for both the Development and Urban Renewal functions, in an effort to achieve our common objectives.

HUD Comments:

Project coordinators should be created and made responsible for the scheduling of project activities and accountable for maintaining those schedules.

NRA Response:

At the inception of our program, when we had only a small staff and few projects, we assigned specific projects to individuals to service. As our program grew in magnitude we found it expedient to assign work to various sections. For instance, one section prepares all submissions to HUD (Part I, Part II, Amendments, etc.), another section follows the status after Execution, and so forth.

We have recently been giving serious thought to reverting to our earlier system of Coordinators or Program Managers and shall comply with your suggestion.

HUD Comments:

Modern management tools such as PERT (Program Evaluation and Review Technique) should be implemented to assist in the control of diverse project activities. The Housing Authority should immediately take steps to initiate the scheduling activities which HUD has required by July 1, 1971.

NHA Response:

The use of flow charts or PERT was seriously considered by this Agency almost 10 years ago. It was discarded because there appeared to be too many variables inherent in our program to make its use feasible. However, if HUD has specific suggestions to make which would enable us to adapt this system to the special conditions which obtain at the NHA, these suggestions would receive most careful consideration.

C. Personnel

HUD Comments:

The Housing Authority should institute a basic time reporting schedule by employees, which could be used as a basis for the distribution of costs between Urban Renewal and Housing for the branches that serve both programs.

Consultants serving as Authority employees should not be utilized unless specifically authorized by HUD in writing. All such current arrangements should be cancelled unless justified and specifically approved with the next submission of the Annual Administrative Budget.

NHA Response:

The Authority agrees that a basic time reporting schedule for employees

should be instituted. This will be implemented by the utilization of time records and by the addition of a methods and procedures section to the Personnel Department. In this manner, a proper allocation of costs can be delivered. The next submission of the Annual Administrative Budget will reflect these necessary items.

At present the cost of consultants under contract with the Authority is chargesble to Urban Renewal and each is performing a valuable staff function. All individuals work pre-arranged scheduled weeks and all are performing work as regular Authority employees. It is only because of the Civil Service procedures that they are not listed in conventional Civil Service titles; the Authority feels because of the nature of the work involved that the Authority's best interests are served by not placing them in Civil Service titles. One individual is an engineer, two are experienced real estate men, one is a professional planner, a fifth is an architectural trainee and several others are legal personnel who are in the Civil Service unclassified service. One of these individuals is being placed into a Civil Service title now because he has recently obtained his U.S. citizenship and can now successfully compete in the Civil Service exams. All contracts will be reviewed and submitted for approval in future budget submissions, as they have been in the past. And, as in the past, after HUD has approved the Annual Administration Budget, no consultant will be contracted for unless there is prior approval by HUD.

HUD Comments:

A program for training of social service and rehabilitation staff should be prepared. The Authority's social services staff should create new procedures for referring displacees to city-wide social agencies and obtaining additional programs for project area residents.

The community organization staff should be strengthened.

NHA Response:

Programs for the training of the social service staff have not only been prepared but have been given to all field workers in the Community Relations and Social Services Department. In-service training has been supplied through the Relocation Division, as well as through cooperation with the Interagency Training Service of the state of New Jersey for upgrading worker and aide categories. As previously detailed, these employees are individuals recruited from the community and then given service training and on-the-job training. The fact that of the 53 workers and aides in the department only 3 are temporary indicates the success of the program in developing the staff.

Further, a program has been developed for the training of the rehabilitation staff, with the cooperation of the New Jersey Department of Community Affairs, which will assist in the training aspects. (A copy of the proposed program is attached.)

(See the Authority's response to Page 2, A. 3., above, for more information related to this topic.)

HUD Comments:

The Authority should continue to support the Project Area Committee in R-32 and expand organizational activities in other projects.

NHA Response:

An ongoing program of community participation in the discussion and planning of redevelopment in the R-32 site by the Project Area Committee and other community groups is gaining momentum. Regular monthly meetings are held at the Project Area Committee Headquarters at 134 Belmont Avenue. Attendance at the meetings is increasing. This is due to personal contacts and public relations efforts which are good and getting better. Agendas are prepared and followed at each meeting.

We have together created a model plan for the reuse of the land comprising this project. We have introduced low-rent housing, housing for the elderly, middle income housing, a park and community facilities, new school facilities, a neighborhood shopping center, medical services, industrial areas, fire and police facilities, all within walking distance of each other. We consider that we have all the ingredients necessary to create a viable new neighborhood.

Representatives of various groups who have expressed interest in establishing businesses, moderate income housing, health clinics, shopping centers, and light industry have met with officers and individuals of the Project Area Committee. We have firm commitments from many prospective developers.

An engineering consultant has been hired by the PAC and has an office and engineering equipment at 134 Belmont Avenue.

The Newark Housing Authority will continue to cooperate closely with the official PAC group, and make available to it information relating to plans and progress in R-32. The NHA will continue to provide necessary technical assistance and cooperation in terms of office space and equipment; and to make available staff on all levels to meet with and assist the Committee.

Community participation is also in full swing in the R-38 Rehabilitation Site. The Clinton Hill Area Rehabilitation Committee (CHARC) was established as the official citizens' participation group of its site by the City of Newark in 1963.

CHARC has had unlimited access to the Newark Housing Authority, the city governing body, and pertinent departments of municipal government assuring its involvement in all phases of planning and decision making. Several meetings have been held with HUD officials.

This Authority provides facilities for meetings, social recreation and

other appropriate activities requested by CHARC, and by other community groups of all types, at 526 Clinton Avenue, Newark, N. J.

The NHA will also continue to cooperate closely with the Community Housing Council and other citizen participation groups which are involved in the program in the R-6 Urban Renewal Site.

We intend to encourage the organization of a Project Area Committee in this site.



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WIDENER BUILDING, PHILADELPHIA, PENNSYLVANIA 19107

REGION II

APR 4 1969

IN REPLY REFER TO:
2701

Mr. Louis Danzig
Executive Director, Housing Authority
of the City of Newark
57 Sussex Avenue
Newark, New Jersey 07103

Dear Mr. Danzig:

Subject: Annual Administrative Budget Revision No. 1, Fiscal Year Period
April 1, 1968 to March 31, 1969.

Enclosed please find the approved amended Administrative Budget covering
the Fiscal Year period ending March 31, 1969.

Sincerely yours,

Harry I. Sharrott
Deputy Regional Administrator

For Renewal Assistance
Harry I. Sharrott
Assistant Regional Administrator
for Renewal Assistance

Enclosure

copy & Encl: Mr. K. L. T.

FINDINGIA-EXHIBIT A

Agency: Housing Authority of the City of Newark

Annual Administration Budget
Summary of Budget Estimates

Budget Period
From 4/1/68 through 3/31/69

ITEM	(1) HUD APPROVED BUDGET	(2) REVISION REQUESTED	(3) REVISED REQUEST	(4) HUD APPROVED
1. Personnel Services.....	\$2,460,862.	\$ 15,000.	\$2,475,862.	\$2,475,862.
2. Travel.....	12,575.	(1,000.)	11,575.	11,575.
3. Publications.....	8,345.	(2,000.)	6,345.	6,345.
4. Contracts for Services.....	90,920.	-0-	90,920.	90,920.
5. Other Costs.....	266,133.	65,000.	331,133.	331,133.
6. Non Expendable Equipment.....	15,980.	58,950.	74,930.	74,930.
7. Total Costs.....	2,854,815.	135,950.	2,990,765.	2,990,765.
8. Contingencies (5% of Line 7 Column 4)....	142,740.	135,950.	6,790.	6,790.
9. Total Budget.....	\$2,997,555.	-0-	\$2,997,555.	2,997,555.

SUBMITTED BY:

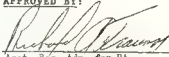

Louis Danzig

Executive Director
(Title)


Date Apr 19, 1968

HUD REGIONAL OFFICE

APPROVED BY:


Deputy Asst. Reg. Adm. for RA
APR 4 1968
Date

MR. Nathan Kabot, Director of
Finance & Accounts

December 6, 1968

Mr. Raymond Zimetbaum, Assistant Director of Purchases

ADDITIONAL OFFICE EQUIPMENT FOR RELATED DEPARTMENTS;
URBAN RENEWAL AMENDATORY BUDGET

Here below please find a resume of office equipment and furniture needs, segregated by department relating to subject budget revision submission:

TENANT SELECTION DEPARTMENT:

1 - I.B.M. Selectric Typewriter 15½" carriage		\$ 470.
2 - Royal Manual Typewriters 11" carriage	\$205. ea	410
6 - Stenographer Desks 30"x55"	150. ea	900.
6 - Stenographer Posture Chairs	33. ea	198.
1 - 4-drawer File Cabinet Legal		115.
1 - 5-drawer Conservafile Cabinet Legal		170.
1 - 2-drawer Conservafile Cabinet		85.
1 - Step Stool		15.
<u>Sub-Total</u>		<u>\$2,363.</u>

LEASED HOUSING RELOCATION REFERRAL:

9 - Clerical Desks 30"x60"	\$120. ea	\$1,080.
6 - Posture Chairs	33. ea	198.
2 - 5-drawer Conservafile Cabinet Legal	170. ea	340.
2 - Stenographer Desks 30"x55"	150. ea	300.
1 - Royal Manual Typewriter 21" carriage		250.
1 - Royal Manual Typewriter 11" carriage		205.
3 - Executive Swivel Chairs	40. ea	120.
1 - 10-key Adding Machine		120.
1 - N.C.R. Cash Register		3,004.
<u>Sub-Total</u>		<u>\$5,617.</u>

DEVELOPMENT DEPARTMENT:

6 - Executive Desks 30"x60"	\$120. ea	\$ 720.
6 - Executive Swivel Chairs	40. ea	240.
6 - Secretarial Desks 30"x55"	150. ea	900.
6 - Secretarial Posture Chairs	33. ea	198.
6 - I.B.M. 11" Selectric Typewriters	414. ea	2,484.
3 - 5-drawer Conservafile Legal	170. ea	510.
2 - Underwood Olivetti Calculators	500. ea	1,000.
<u>Sub-Total</u>		<u>\$6,052.</u>

RESEARCH INFORMATION PLANNING DEPARTMENT:

1 - Executive Desk 30"x60"		\$ 120.
1 - Executive Swivel Chair		40.
4 - Secretarial Desks 30"x55"	\$150. ea	600.
4 - Secretarial Posture Chairs	33. ea	132.
4 - Armless Side Chairs	15. ea	60.

Mr. Nathan Kabot

Page 2 of 2

re: Additional Office Equipment for Related Departments;
Urban Renewal Amendatory Budget Revision (brought forward):

RESEARCH, INFORMATION & STATISTICS DEPARTMENT: (Continued)

1 - I.B.M. Model D Electric Typewriter 20" carriage		\$ 495.
2 - Underwood Olivetti Calculators	\$500. ea	1,000.
6 - 5-drawer Conservafiles Legal	170. ea	1,020.
<u>Sub-Total</u>		<u>\$3,467.</u>

PERSONNEL DIVISION:

3 - Executive Desks 30"x60"	\$120. ea	\$ 360.
7 - Secretarial Desks 30"x55"	150. ea	1,050.
7 - Secretarial Posture Chairs	33. ea	231.
3 - Executive Swivel Chairs	40. ea	120.
1 - I.B.M. Electric Typewriter 20" carriage		495.
3 - I.B.M. Selectric Typewriters 11" carriage	414.	1,242.
<u>Sub-Total</u>		<u>\$3,498.</u>

COMMUNITY RELATIONS DEPARTMENT:

6 - I.B.M. Selectric Typewriters 11" carriage	\$414. ea	\$2,484.
1 - Roneo Mimeograph Machine		700.
1 - Savin Photocopy Machine (yearly rental)		360.
14 - Clerical Desks 30"x55"	120. ea	1,680.
14 - Swivel Arm Chairs	40. ea	560.
8 - Stenographer Desks 30"x55"	150. ea	1,200.
8 - Stenographer Posture Chairs	33. ea	264.
3 - 5-drawer Conservafiles Legal	170. ea	510.
1 - A.B. Dick Stencil File Cabinet		75.
2 - Metal Storage File Cabinets Sliding Doors 60" high	60. ea	120.
Miscellaneous Recreation Supplies and Equipment for Relocation Site Community Halls (7)		5,000.
Additional Printing and Publications, and Printing Supplies Costs		5,000.
<u>Sub-Total</u>		<u>\$17,953.</u>

GRAND TOTAL

\$38,950.

R. E. Smith
Raymond E. Smith
Assistant Director of Purchases

RL:js

cc: Mr. Nathan Kabot
Mr. E. J. Hill
Mr. J. Hill

HOUSING AUTHORITY OF THE CITY OF NEWARK

57 SUSSEX AVENUE

NEWARK, NEW JERSEY 07103

January 17, 1969

Mr. Barry I. Sherrott
Assistant Regional Administrator
for Renewal Assistance
Department of Housing & Urban Development
1004 Widener Building
Chestnut and Juniper Streets
Philadelphia, Pennsylvania 19107

RE Annual Consolidated
Administration Budget
Revision #1

Gentlemen:

In accordance with conferences held with staff members of your office and Local Agency staff members we are submitting herewith budget revision #1 for the Annual Administration Budget for the fiscal year ending March 31, 1969.

We are enclosing the new staff schedules as per discussions at the above mentioned conferences. However, as per costs for personnel services to December 31, 1968 we will only need about \$15,000. additional in this line item. We have also reduced line items 2 and 3 in accordance with current actual costs and anticipated costs to the end of the year. Line item 5 "Other Costs" indicates an increase of \$65,000. This amount is necessary in keeping with the discussions held where Relocation Site offices have increased in space rentals, telephone, telegraph and all other miscellaneous charges including \$5,645. for Maintenance Materials and Equipment. The new procedure for the proper maintenance of site tenants apartments accounts for the greatest amount of this increase. Line item 6 "Non expendable Equipment" has been increased in accordance with the schedule included in

FINDING IA- EXHIBIT A¹

Mr. Harry I. Sharrott
January 17, 1969
Page 2

the amount of \$38,950. plus the \$20,000. verbally approved for the air conditioning of all Site Relocation Offices this past summer. The net result of the enclosed additions are still within the total approved Budget.

We would appreciate your usual prompt attention to this request and will look forward to your approval as soon as possible.

Sincerely yours,

Louis Danzig
Executive Director

LD:NK:lr
Enc.

MEMORANDUM

HOUSING AUTHORITY OF THE CITY OF NEWARK

TO: Nathan Kabot, Director Of Finance & Accounts Date December 5, 1968

FROM: Joseph Sivolella, Assistant Executive Director

SUBJECT: Budget Revision For The Period Ending March 31, 1969

As per our discussion regarding the revision of the budget for the balance of the fiscal year ending 1968-1969 and in conjunction with the reorganizing of the Relocation Division, the following request for a final budget revision is being made. This revision includes additional personnel needs for seven different departments and also includes additional equipment needs. A letter is to be prepared and submitted to the Philadelphia Regional Office of HUD requesting a revision arrangement be made for personal discussion regarding this matter.

Joseph Sivolella
Assistant Executive Director

JG:AM
Attachment

DEVELOPMENT DIVISIONBUDGET REVISION - ENDING 3-31-69METHOD OF ALLOCATION

<u>JOB TITLE</u>	<u>ADDITIONAL FEES</u>	<u>ANNUAL SALARY</u>	<u>6 MOS. SALARY</u>	<u>TOTAL BUDGET REVISION</u>	<u>MGMT.</u>	<u>U.R.</u>
Specification Writer	2	\$9,000	\$4,500	\$4,500	.50	1.50
Engineering Aide	1	5,600	2,800	2,800		1.00
Construction Estimator	1	8,200	4,100	4,100		1.00
Construction Inspector	1	6,800	3,400	3,400		1.00
Clerk Stenographer	1	4,250	2,125	2,125		1.00
Clerk Typist	5	3,900	1,950	9,750		5.00
Stock Clerk	1	4,700	2,850	2,850		1.00
Truck Driver	1	6,625	3,312	3,312		1.00
TOTALS	13			\$33,237		

ESTIMATED COST OF EQUIPMENT FOR RELOCATION DIVISION

Quantity	Description of Item	Unit Price	Extended Price
4	10-key Electric Adding Machine	\$120.00	\$480.00
8	5'x6' Portable Blackboards	55.00	440.00
25	5-drawer Legal Metal File Cabinets	110.00	2,750.00
1	Steelmaster 12-drawer Card File for 5x8 Cards		100.00
6	Steel Supply Cabinets 60" high	50.00	300.00
2	Electro-static Copying Machine (Savin)	360.00	720.00
2	Executive Swivel Chairs	40.00	80.00
30	Metal Folding Chairs	3.50	105.00
20	Steno Posture Chairs	33.00	660.00
26	Straight Back Chairs	12.50	325.00
28	Swivel Arm Chairs	40.00	1,120.00
2	Wooden Arm Chairs	25.00	50.00
15	Clothes Trees	16.50	247.50
1	30"x60" Steel Executive Desk		120.00
5	30"x60" Secretarial Desks, left hand	130.00	650.00
13	Fire Extinguishers	17.00	221.00
2	Refrigerators	100.00	200.00
1	Jeep Wagoner with snow plow attachment		3,900.00
1	3-seater Sofa		150.00
2	Portable Map Racks	100.00	200.00
2	N.C.R. Bookkeeping Machines	3,004.00	6,008.00
2	Safes	725.00	1,450.00
1	Conference Table 84"x10"		175.00
4	Folding Tables 96" long, formica tops	40.00	160.00
13	I.B.M. Selectric Typewriters	414.00	5,382.00
10	I.B.M. Long Carriage Typewriters (19")	495.00	4,950.00
4	Electric Clocks	13.00	52.00
4	Electric Water Coolers	110.00	440.00
1	Rollaway Coat and Hat Rack		50.00
3	Conservafiles 4 drawer Legal	162.00	486.00

Sub Total 361.50

PERSONNEL-BUSINESS RELOCATION DIVISION

BUDGET REVISION 6 MONTHS - YEAR ENDING 3-31-69

<u>JOB</u>	<u>ADDITIONAL</u> <u>POSTS</u>	<u>ANNUAL</u> <u>SALARY</u>	<u>6 MOS.</u> <u>SALARY</u>	<u>TOTAL</u> <u>REVISION BUDGET</u>	<u>METHOD OF ALLOCATION</u>	
					<u>MGMT.</u>	<u>U.R.</u>
Job 1 - L1	2	6,000	3,100	9,100		2.00
Job 2 - L2	2	6,200	3,100	9,300		2.00
Job 3 - L3	5	3,900	1,950	5,850	1.00	4.00
TOTAL	9			\$24,350		

RELOCATION DIVISION

METHOD OF ALLOCATION

<u>JOB TITLE</u>	<u>ADDITIONAL NEEDS</u>	<u>ANNUAL SALARY</u>	<u>6 MOS. SALARY</u>	<u>TOTAL BUDGET REVISION</u>	<u>MGMT.</u>	<u>U.R.</u>
Relocation Programmer	1	\$13,300	\$6,650	\$ 6,650		1.00
Asst. Receptionist	1	8,000	4,000	4,000		1.00
Sign Manager	4	8,100	4,050	16,250		4.00
Relocation Specialist	11	7,500	3,750	41,250		11.00
Senior Relocation Asst.	5	6,200	3,100	27,900		9.00
Relocation Assistant	2	5,100	2,550	5,100		2.00
Director, Relocation	1	5,600	2,800	2,800		1.00
Tenant Int. & Invest.	1	4,600	2,300	2,300		1.00
Relocation Foreman	12	6,425	3,212	38,544		12.00
Inspector	2	4,700	2,350	4,700		2.00
Principal Clerk Steno.	1	6,800	3,400	3,400		1.00
Chief Clerk Steno.	1	4,250	2,125	8,500		4.00
Clerk Steno.		7,900	1,950	5,850		3.00
Senior Clerk P. Recorder		5,600	2,800	11,200		4.00
TOTALS	56			\$179,444		

RESEARCH, INFORMATION AND STATISTICS

<u>JOB TITLE</u>	<u>ADDITIONAL NEEDS</u>	<u>ANNUAL SALARY</u>	<u>6 MOS. SALARY</u>	<u>TOTAL BUDGET REVISION</u>	<u>METHOD OF ALLOCATION</u>	
					<u>MMT.</u>	<u>U.R.</u>
Research Analyst	1	\$6,300	\$3,100	\$ 3,400	.25	.75
Clerk	1	3,900	1,950	5,850	.60	3.40
Senior Clerk	2	4,600	2,300	4,600		2.00
TOTAL	5			\$13,850		

LEASED-PRIVATE HOUSING REFERRALMethod of Allocation

<u>JOB TITLE</u>	<u>ADDITIONAL NEEDS</u>	<u>ANNUAL SALARY</u>	<u>6 MOS. SALARY</u>	<u>TOTAL BUDGET REVISION</u>	<u>MGMT</u>	<u>L.H.</u>	<u>U.R.</u>
Clerk Bookkeeper	1	\$5,100	\$2,550	\$ 2,550			1.00
Clerk Typist	2	3,900	1,900	3,900			2.00
Seni r Tenant Intr. & Invest.	1	5,600	2,800	2,800			1.00
Tenant Intr. & Investigator	1	4,600	2,300	2,300			1.00
Seni r Clerk Bookkeeper	1	5,600	2,800	2,800			1.00
TOTALS	6			\$14,350			

COMMUNITY RELATIONS AND SOCIAL SERVICESMETHOD OF ALLOCATION

<u>JOB TITLE</u>	<u>ADDITIONAL NEEDS</u>	<u>ANNUAL SALARY</u>	<u>6 MOS. SALARY</u>	<u>TOTAL BUDGET REVISION</u>	<u>MGMT.</u>	<u>U.R.</u>
Community Service Worker	1	\$6,200	\$3,600	\$ 3,600		1.00
Community Service Aide	11	5,600	2,800	30,800		11.00
Principal Clerk	1	6,200	3,600	3,600		1.00
Senior Clerk Typist	1	4,600	2,300	2,300		1.00
Clerk Typist	1	3,900	1,950	1,950		1.00
TOTALS	15			\$42,250		

TENANT SELECTIONBUDGET REVISION - YEAR ENDING 3-31-69

<u>JOB TITLE</u>	<u>ADDITIONAL NEEDS</u>	<u>ANNUAL SALARY</u>	<u>6 MOS. SALARY</u>	<u>TOTAL BUDGET REVISION</u>	<u>METHOD OF ALLOCATION</u>	
					<u>MGMT.</u>	<u>U.R.</u>
<u>Sr. Ten. Intvr. & Invest.</u>	1	\$5,600	\$2,800	\$2,800		1.00
<u>Tenant Intvr. & Invest.</u>	1	4,600	2,300	2,300		1.00
<u>Cler. Typist</u>	2	3,900	1,950	3,900		2.00
<u>TOTAL</u>	4			\$9,000		

Mr. Nathan Kabot, Director of
Finance & Accounts

December 5, 1968

Mr. Raymond Zimetbaum, Assistant Director of Purchases

REPAIR AND MAINTENANCE MATERIALS AND EQUIPMENT FOR
SITE RELOCATION OFFICE REPAIR PROGRAM

With reference to subject requirement relating to the amendatory Urban
Renewal budget revision, please find listed below materials and equipment
required for seven site relocation repair installations:

Miscellaneous repair and maintenance materials	\$2,000.
Miscellaneous small tools (10 repairmen plus 1 foreman)	1,600.
Rain gear and boots (10 repairmen, 1 foreman, 11 laborers, 2 senior repairmen)	425.
One Kewolite pump 2" discharge - Model 250 S-2 with 2"x15' suction hose and 2"x25' canvas discharge hose	370.
Seven (Note: 1 for each relocation repair installation) glass cutting boards - Marvel no. 45 \$150. each	<u>1,050.</u>
	\$5,445.

R. Zimetbaum
Raymond Zimetbaum
Assistant Director of Purchases

BZ:jls

cc: Messrs. Joseph Silverella
Robert [unclear]
Robert [unclear]
Hugh Hill

RELOCATION, VANGUARD OF TRAINING

During 1969, Mr. Hill, Executive Director of Relocation began to see and feel tremendous growing pains in his staff because of the number of people hired over a short period of time. The increase of front line personnel was timely, and the need for supervisors to give Site Managers more time for administrative duties became a reality.

However, despite the need and hiring of the above workers some question arose about how so many people would be trained adequately in all aspects of their job. Wadsworth Bishop, now Relocation Site Coordinator, began to assume this responsibility in the Spring of 1969. Mr Bishop's classes concerning the technical knowledge of Relocation was successful and was instrumental in lending more uniformity of practices throughout the site offices. He was even able to run these classes without the help of notes and handbooks due to his expertise in the Relocation Field. After this initial venture, Mr. Hill requested the cooperation of both Mr. Bishop and Mr. Harold Bryant to expand and refine a Training Program that would involve teaching guides, handbooks, lesson plans etc. Because Mr. Bishop had tremendous supervisory responsibilities at the time, in addition to his teaching role: and Mr Bryant came to the Agency with a teaching and coordinating background, the merger was an excellent one.

With the support and interest of Mr. Hill, the Training Program for Personnel has blossomed. Not only has an actual basis and course of study been developed, but also those attending any of the nine classes which have taken place during the 1969 - 71 period have excelled in their site offices and on their Civil Service Tests. Because each class was composed of two segments, technical and social, fifty-nine persons out

of sixty four passed one or more tests. The Program had provided approximately 60 hours of study over a six month period of time to train workers thoroughly.

During the transition period it was felt by Mr. Hill and Robert Notte that extensive Training should be expanded throughout the Agency. Subsequently, Mr. Bryant was transferred to Personnel under Mr. Notte's direction to head a Training Program for the entire Agency.

perm.
9 Temps
RELOCATION EMPLOYEES WHO HAVE ATTAINED

PERMANENT STATUS DURING TWO YEARS OR LESS OF EMPLOYMENT 1969-71
ALL ATTENDED N.H.A. - INSERVICE TRAINING COURSES
AS TEMPORARY PERSONNEL.

Patricia Fletcher - Relocation Assistant

Millicent Threadcraft Brown - Relocation Assistant

Frank Pegram - Supervising Relocation Asst.

Retha Perry

William Saunders - Community Service Aide

Betty Stephens - Relocation Assistant

June Mc Queen - Relocation Assistant ; Community Aide .

Mary Jane Ellis - Tenant Interviewer Investigator

Edythe Mitchell - Community Service Aide

Iris Wells - Sr. Relocation Asst. - Supervising Relocation Asst.

Marla Andrews - Sr. Relocation Asst. - Supervising Relocation Asst.

Annie Hart

Juanita Marshall Swent

Ossie Wilson - Community Service Aide

Irene Crump -

Pauline Jones

Rose Santifer - Relocation Assistant - Tenant Interviewer Investigator

Constance Speed

Donald Lang - P.H. Manager; Site Manager; Relocation Asst.; Supervising Relocation Assistant

Marie Allen - Relocation Assistant

Betty Chase - Relocation Assistant

Louise Martin

Tony Grandison - Relocation Asst. P.H. Manager; Relocation Site Manager

Sandra Hatchett - Relocation Asst.

Margaret Thoroughgood - Relocation Asst; Relocation Site Manager

PERMANENT RELOCATION EMPLOYEES (CONTINUED)

Page 2

Nellie Ellison - Relocation Assistant

Isaac Bowen - Supervising Relocation Assistant

Daisy Frazier - Relocation Assistant

Josephine Chandler - Sr. Relocation Asst. - Supervising Rel. Asst.

Gail Williams - Supervising Relocation Asst.

Alexander Walker - Supervising Relocation Asst - Relocation Site Manager

Odell Ridley - Supervising Relocation Asst. - P.H. Manager

Stuart Sheppard - Supervising Relocation Asst.

Ronald Johnson - Sr. Relocation Asst. - Supervising Relocation Asst.

Hubert Mc Queen - Claims Rep. - Supervising Relocation Asst.

Fannie Dixon - Relocation Asst.

Maedene Stapleton - Relocation Asst.

Thelma Cooper - Relocation Asst.

Nicholas De Bernardis - Relocation Asst.

Jules Valvano

Victor Leonardis

Dorothy Adams - Relocation Asst.

Gwendolyn Harris - Tenant Int. Inv.

William Hedgebeth - Sr. Relocation Asst.

Elizabeth Mc Bride - Relocation Asst.

Emily Perkins - Tenant Interviewer Investigator

Vernita Arrington - Supervising Relocation Asst.

Marcus Williams - Supervising Relocation Asst.

Russell Williams - Sr. Relocation Asst.

Rhoda Bailey - Relocation Claims

Marilyn Payton - Sr. Relocation Asst.

Bernice Rountree - Relocation Asst.

Lottie Campbell -

William Leach - U.R. Asst.

PERMANENT RELOCATION EMPLOYEES (CONTINUED)

Page 3

Samuel Caso - Relocation Assistant

Ruby Pugh - Community Service Aide

Dorcas Williams - Supervising Relocation Asst.

Dolly Williams - Relocation Asst.

John Porter, Jr. - Community Aide

Wilford Williams - Relocation Asst.

Connie Harris - Community Aide

Janie Jogan - Community Aide

Marion Collier - Clerk Bookkeeper

Donald Shelton - Relocation Asst.

Gary Curtis - U.R. Asst.

MEMORANDUM

HOUSING AUTHORITY OF THE CITY OF NEWARK

TO: Mr. Hugh R. Hill
Assistant Exec. Director, Relocation & Social Services
FROM: Mr. Arger Hanes
Assistant Director of Relocation
SUBJECT: AS PER YOUR INSTRUCTIONS:
A MORE EFFECTIVE USE OF MAINTENANCE EMPLOYEES
FOR RELOCATION SITES.

Date February 3, 1971

As of January 1, 1971, a more effective use of Maintenance employees has been instituted to reduce the need for third party contract maintenance services. We also must adhere to the restriction of the trade unions in what tools our maintenance men can use. We must also follow city ordinances that prevail, that only certain licensed trades people are utilized for plumbing, carpentry, and electricity. We are also following H.U.D. regulations to give some of our work where possible to local small contractors in site areas. All Maintenance men assigned to relocation sites are directly responsible to the respective manager of that site. If any skilled maintenance work is required, the manager consults his list of eligible contractors in his site, and utilizes them. The maintenance men working in the Relocation areas are limited in their skills and are restricted in their duties, because of circumstances stated in previous paragraph.

The Coordinator of Maintenance Service will instruct night men because of his knowledge of different maintenance problems. Instructs phone men, what contractor to call for different types of problems, plumbing, electrical, oil burner and boiler. This has been put into effect for day and night service for our tenants.

Maintenance supervision will be concentrated on to make the maintenance men more adept in different phases of home maintenance problems.

Classes will be held to familiarize maintenance men with different problems of house, factory, and apartment maintenance in plumbing, electrical, boiler and oil burner.

As of January 1, 1971, we have instituted on the site job training as problems occur which are foreign to our maintenance repairmen.

The following ten pages are instructions that will be given to all site managers and maintenance personnel.

Arger Hanes
Arger Hanes
Assistant Director of Relocation

AH:ez
cc: Mr. Cetrulo
File

FINDING 2A(2)-EXHIBIT 1

while on assignment in any occupied structure, always make sure that tenants know you are in the structure before starting any work. NO NOISE LIVE TALK TS IN SE AND ALARM! Further, the tenants may be of some help in location assignment.

AND REMEMBER: NO PAYMENT FOR ANY SERVICES RENDERED.

Many times, repairmen will find need to perform at their own discretion. This is fine, but, making service request forms for these services renders to our tenants, will substantiate thoughtfulness and initiative. These forms are also the only effective indications, to persons far from field conditions, testifying to the productiveness of our personnel.

3. Maintenance repairmen will keep a chronological history of all maintenance services performed at individual structures, whether performed by NEWARK HOUSING personnel or by outside contractors. Above, in order that we can disprove any claims by tenants or other persons and agencies, that the Authority was lack in performing required maintenance services. Experience has shown that a record of this type, has been very valuable to Site Managers, when appearing in court to disprove complaints regarding any neglect by the Housing Division.

4. DAILY WORKING HOURS.

The hours for all maintenance personnel are from 8:30 A.M. to 5:00 P.M. Anyone leaving early or coming in late will be charged some time due, vacation time or docked against regular time. Frequent tardiness and early departures from work will not be taken lightly in any case. Act accordingly!

5. LUNCH TIME - 12:00 NOON TO 12:30 P.M.

Taking of lunch other than as above, will be taken only with the expressed acknowledgment of Site Manager upon reporting same to Administration office. Supervisory personnel have complained that maintenance personnel have all too frequently stated that they were out to lunch when requested to perform some required task. This as late as 2:00 P.M. and later.

6. WEEK-END AND HOLIDAY ROSTERS.

Rosters will be made by foreman. They will be made in advance and any request for changes shall be taken up with the foreman. Please check signs and when coming along with personal plans, make all efforts to allow foreman ample time to make replacements. Remembering that the sites must be covered at all times.

7. OVERTIME.

It has been brought to the attention of supervisory personnel that maintenance men have been difficult to acquire for emergency work on short notice and near quitting time. It should be remembered that our work is of a spontaneous nature and that problems must be attended to as they come up. Otherwise they will cause great hardships to our tenants. When asked to work overtime don't answer "no" as a matter of privilege, but rather "yes" as a matter of duty.

8. MINIMUM SUPERVISION.

Our work is spread out throughout the city, thereby making it difficult for the Maintenance Foreman to supervise each individual assigned task. Each employee is on their own personal good conduct. Strict adherence to the good conduct required of Newark Housing and/or Civil Service employees shall be maintained at all times. Any infraction shall not be taken lightly. Be where you are assigned at all times. Sign in and out, giving location, time leaving, time returning, and etc., regarding field assignments.

9. SHIFTS OF PERSONNEL.

All personnel may be shifted at the discretion of Maintenance Foreman, (daily, temporarily, or permanently) as demanded by work loads throughout all of the sites. Foreman will make every endeavor to inform site managers (whenever possible) prior to reassignments. When directed to report to another site, Repairmen shall always report with their tools. All maintenance personnel must have their current address and phone number recorded with the Foreman and the Administration Office.

10. TOOLS AND EQUIPMENT.

Tools and equipment will be ordered and distributed at the discretion of the Maintenance Foreman, who will record receipt and retrieve same upon reassignment of personnel. Tools requested by repairman, above those regularly assigned, should be commensurate with the personal skills of men requesting same. The intentions of our supervisory personnel are to furnish our men with the necessary equipment to perform properly. If you can't use it, don't order it! we have some special equipment, as follows, that can be requested for use at the various sites. They are in the custody of the Foreman, who will deliver same when requested:

- A. Gasoline operated water pump, for pumping out basements, etc.
- B. Electric snake for opening small drainage lines.
- C. Electric hand skill saw.
- D. Snow blowers
- E. Jeep with snow plow.

11. TRANSPORTATION OF PERSONNEL AND EQUIPMENT TO AND FROM ASSI MGMT.

As of now the division is assigned with one vehicle for use by the Maintenance Department. It shall be assigned to the Foreman who will allow the different sites its use according to work loads. In any case, Maintenance repairman, assigned with the department's jeep, shall refer all cases where persons request the use of jeep to Maintenance Foreman. Never relinquish the use of jeep to any person without authorization from Assistant Director of Maintenance. Because we have only one vehicle, repairmen are to walk to their assignments. Unless arrangements have been made for them to use their own cars. If using their own cars they must adhere to Newark Housing Authority procedures. Submitting proper insurance verification and etc., to Administration Office.

Mileage compensation will be made provided that mileage forms are made and submitted monthly. Great efforts have been made, and are still being made, to acquire the necessary vehicles. Our assignments require that more vehicles be made available and future prospects look hopeful. In any case do not use personal vehicles without proper acknowledgement.

12. PLAY IT Y EASY

Be co-operative with all concerned in our efforts. Our main purpose for existing, in the first place, is to help in re-building the city's blighted areas. Let us try to make it as painless as possible to our tenants who are experiencing the real inconveniences of the whole monumental endeavor.

There will be many instances where, services to our tenants will be unique. Each family and structure will present their own set of particular problems and we are expected to display courtesy, tact and resourcefulness in their solution.

GENERAL REQUIREMENTS FOR MAINTENANCE REPAIR MEN PERTAINING TO THE
VACANCY OF INDIVIDUAL APARTMENTS AND STRUCTURES REMAINING PARTIALLY OCCUPIED.

1. Set all utility valves in off position.
2. Turn off gas and electric in basement after reasonable time has elapsed and utility companies have failed to do same.
3. In cases where pipes have been damaged by vandals, be prepared with proper plugs and caps to stop any kind of leak in gas, water or soil system piping.
4. Secure all doors and windows, re-secure as the need arises periodically.
5. Report all difficult circumstances to foreman.

NOTE: Resort to covering doors and windows with old doors or whatever materials that are available in structure itself. Many structures have wainscoting in kitchens and hallways. This material can be removed easily and will be found suitable for most types of boarding up.

SALVAGABLE EQUIPMENT:

A most convenient source of gathering useful materials are the partially vacant buildings. When noting any equipment in these structures that may be stored for future use, notify Foreman and arrangements for transportation and storage will be made. Take special note of the following:

1. Automatic hot water heating tanks.
2. Gas heating equipment.
3. Gas ranges.
4. Gas on gas stoves.
5. Modern and medium size basement heating plants (gas or oil).
6. Shelving lumber in former business establishments.
7. Modern type toilets (combination type.).
8. Here the repairmen can take liberties and use their imagination and initiative to provide themselves with materials to perform specialty. Remember locations of things that may be helpful to us at a later time. At times, a vacant structure may remain standing a long time, (due to numerous reasons) and may be returned to for any salvagable materials as the need arises.

NOTE: Before appropriating any materials as above, check with Office Managers, they may have plans to make an on-site move.

GENERAL REQUIRED PERFORMANCE OF MAINTENANCE REPAIRMEN PERTAINING
TO OCCUPIED AND/OR PARTIALLY OCCUPIED STRUCTURES

SIDEWALKS, ALLEYS AND SERVICE WALKS TO REAR ENTRY

1. Make minor concrete repairs, where 80 pounds sak-rate can suffice to eliminate tripping hazards.
2. Direct Building Workers and/or Laborers to clean when found dirty.

NOTE: If building has Superintendent advise Superintendent to clean same. Report to Site Manager if superintendent is unable, unwilling, or does not perform as required.

3. Replace missing fuel tank filler caps. When necessary buy from petty cash fund.

NOTE: Do not call contractor to replace fill caps.

4. Check fuel tank vent pipe, report to Foreman if broken or missing.
5. Measure quantity of fuel periodically. Do not let any dwelling go without heat or hot water for lack of fuel.

NOTE: If building has Superintendent, advise Superintendent to keep check on fuel oil. Also instruct same, if needed, regarding making necessary checks of water level, valves and etc. If superintendent does not perform as required, report to Site Manager.

YARDS, SIDE YARDS, COURTS AND AIR SHAFTS

1. Inspect and direct Building Workers and/or Laborers to clean same when found dirty.

NOTE: If building has Superintendent advise Superintendent to clean same. Report Superintendent to Site Manager if he is unwilling, unable, or does not perform as required.

PORCHES (FRONT & REAR)

1. Make necessary repairs when work is within the limits of the individual Repairmen's talents or as directed by Maintenance Foreman. In any case, report all necessary repair work to Foreman who will expedite necessary actions.

A. Masonry steps:

1. Iron and/or pipe handrails
2. Iron Balusters (spindles)
3. Iron and/or pipe newels (rail post)
4. Landings and/or decks

B. Wood steps

1. Handrailings
2. Balusters (spindles)
3. Newels (rail post)
4. Landings and/or decks

NOTE: Materials may be acquired from vacant structures. Check with Site Managers before removing any materials, they may have plans to make an on site move.

ROOFS, SKYLIGHTS, AIR VENT PIPES, CHIMNEYS, GUTTERS AND LEADERS

1. Report to Foreman, any defects in the above, when unable to correct and/or adjust same.
2. When directed by Foreman, make minor repairs to above by applying coal tar, paste and/or roofing paper.

NOTE: Any roofs reported leaking shall be inspected by Maintenance Repairmen for possible adjustment. If the job is considered to be beyond their skills, report the matter to Foreman. Upon his verification of same, work will be assigned to contractor. When a major roofing job appears, Foreman will report same to Assistant Director of Maintenance and Site Manager.

REPAIRS: CONCRETE FLOORS

1. Make repairs or adjustments as discovered in the field and/or directed by Foreman, to eliminate tripping hazards.
2. General cleaning of basements reported dirty, cluttered with junk and etc. by Health Department, Site Managers, Tenants or Fieldmen, shall be cleaned. Time and labor available, the Foreman shall make all efforts to utilize our own men and equipment as expeditiously as possible.

SEWER SYSTEM

1. Direct Building Workers and/or Laborers to clean any house trap pits to make clean out coverings accessible to open and snake out.
2. Replace any open or missing clean out plugs in sanitary sewer line, so as to prevent basement flooding and eliminate toxic odors. Flood waters may be either pumped out or let out through unstopped sanitary sewer line.

FLOODED BASEMENTS

1. Pump out any flooded basements when directed by Foreman. Determine cause of flooded conditions and have corrected. Cleaning of basements to be expedited by Foreman, time and labor available, all efforts shall be made to utilize our own men and equipment.

PLUMBING

1. Check out piping and report any major defects to Foreman.
2. Make minor repairs in water and/or gas piping when directed by Foreman.

NOTE: Report gas leaks to Utility Company and Foreman when unable to correct same. When missing piping is to be replaced in water lines every replacement is to be given plastic piping.

3. Turn off gas valves to each apartment as apartments are vacated.

HEATING PLANTS

PERIODICALLY CHECK HEATING PLANTS TO SEE IF:

1. Water at proper level
2. Low water cut off switch drained of slug
3. Boiler drained of slug
4. If applicable, drain slug from hot water storage tank.

NOTE: If Building Area Superintendent instruct same as to above. If Superintendent does not perform as required report to Site Manager.

GAS FIRED AUTOMATIC HOT WATER HEATING AND STORAGE TANKS

1. Drain slug periodically. It is best to drain off weekly. The longer the interval the more draining will be required.
2. Report any defective tanks to Foreman.

NOTE: Only the Foreman must call contractor for a new replacement. We may have an old one to use as replacement or defect may be repaired. Instruct Tenants and/or Superintendent if necessary.

3. Take note of any Automatic Hot Water Heating Tanks in vacant apartments and report same to Foreman immediately. Bearing in mind that we have a constant need to replace these units throughout all of our sites and obtaining them from vacant apartments should save the Authority substantial funds.

NOTE: Automatic Hot Water Heating Units may also be found in the individual apartments proper.

ELECTRICAL DISTRIBUTION PANEL BOARDS

1. Replace fuses when shorts are reported.

NOTE: If fuse burns out upon installation call Electrical Contractor. Do not attempt to change fuses in electrical boxes sealed by utility company.

2. Close all covers on electrical boxes.
3. Set apartment breaker and/or fuse box lever in 'off' position as apartments are vacated.

NOTE: If main service breaker is found in off position (and pops off again on re-setting) this could be an extremely dangerous situation and Public Service should be called immediately. Upon instructions from Public Service, call Electrical Contractor immediately.

HALLWAYS: FRONT AND REAR

1. LIGHTING - Make certain all switches and fixtures are in operating condition. Make any necessary replacements of switches and fixtures.
2. Inspect and direct Building Workers and/or Laborers to clean same when found dirty.

NOTE: If building has Superintendent, advise Superintendent to clean same. Report Superintendent to Site Manager if he is unwilling, unable or did not perform as required.

Electrical fuse boxes may be located in front hallways when fuse changes are required.

HANDRAILS, BALUSTERS AND RAILS:

1. Make sure all above are secured.
2. replace missing balusters.

NOTE: Remember when they are available! For this task comes up often. Balusters may be obtained in vacant structures.

3. Replace any missing glass in any windows requiring same, either from our supply of glass or obtain glass from vacant structures as the need arises.
4. Remove any glass necessary and install another. Either a new one will be provided or secure one from a vacant structure.
5. Secure and/or replace any loose and/or missing stair treads, risers, or stringers.
6. replace unseled gas jets with caps or plugs.

NOTE: There may be found throughout many structures. All efforts shall be made to remove and cap.

7. Make repairs to plaster walls and ceilings as directed by Foreman.

GENERAL REQUIRED PERFORMANCE OF MAINTENANCE REPAIRMAN PERTAINING TO APARTMENT PAPER-OCCUPIED AND/OR PARTIALLY OCCUPIED STRUCTURES

The following nine (9) items shall be attended to, in apartments proper, as indicated in respective apartment rooms on the following page:

1. WINDOWS

MAKES ANY NECESSARY REPAIRS AND/OR REPLACEMENTS OF GLASS, SASH, SASH WEIGHTS, AND SASH LLOCKS TO MAKE OPERABLE.

2. PLASTERING (WALL & CEILING)

MAKE SMALL PATCHES WITH PLASTER OF PARIS AND/OR SHEETROCK AS DIRECTED BY FOREMAN. LARGE AREAS ARE TO BE REPLACED BY COVERING WITH SHEETROCK. BRING THESE AREAS TO THE ATTENTION OF FOREMAN WHO WILL EXPEDITE LABOR AND MATERIALS FOR J.C.A.

3. LIGHTING FIXTURES, SWITCHES AND RECEPTACLES

REPLACE ANY DEFECTIVE LIGHTING FIXTURES, RECEPTACLES AND SWITCHES: REPORT ANY DIFFICULTIES IMMEDIATELY TO FOREMAN.

NOTE: THREE AND FOUR WAY SWITCHES SHOULD NOT BE CHANGED UNLESS REPAIRMAN ABSOLUTELY KNOWS HE CAN DO THIS WORK.

4. FLOORING

REPLACE SMALL AREAS OF DAMAGED FLOORING. CUT AT JOIST CENTERS AND INSTALL REPLACEMENT.

NOTE: WHERE BATHROOMS HAVE HOLES IN CERAMIC FLOORING, FILL IN WITH SAK-PATS.

5. DOORS AND LOCKING DEVICES

MAKE NECESSARY REPAIRS AND/OR REPLACEMENT TO HINGES, STRIKE PLATS, PANELS, LOCKS AND KEYS WHICH ARE REQUIRED TO MAKE OPERABLE.

A. FRONT AND REAR ENTRIES SHOULD HAVE FORTIFIDABLE LOCKING DEVICE.

B. BATHROOMS SHOULD HAVE PRIVACY LOCK OR LATCH. WHERE WE HAVE A LARGE FAMILY WITH MANY SMALL CHILDREN, IT MAY BE ADVISABLE TO INSTALL A LATCHING DEVICE ON THE OUTSIDE OF A BATHROOM DOOR, SINCE THIS WAS FOUND TO BE A GOOD PREVENTATIVE MEASURE REGARDING COMBODE JAMMING.

6. FAUCETS: (KITCHEN & BATHROOMS)

MAKE REQUIRED REPLACEMENTS AND/OR REPAIRS TO MAKE OPERABLE AND PREVENT WATER LEAKS

7. RADIATORS

REPLACE DEFECTIVE AIR VENTS. REPACK LEAKING BONNETS, RE-CONNECT AND/OR DISCONNECT RADIATORS AS DIRECTED. REPORT ANY STEAM AND/OR WATER ESCAPING FROM RADIATORS, WHEN PREVENTATIVE MEASURES HAVE FAILED.

8. PAINT (LEAD POISONING HAZARD)

WHERE THERE IS VISIBLE PAINT PEELING FROM WALLS, CEILINGS, ETC., DIRECT SCRAPING BY LANDINGS AND/OR BUILDING MAINTENANCE MEN. REMOVE ALL SCRAPINGS FROM PREMISES.

9. GAS RANGES

REMOVE AND REPLACE DEFECTIVE GAS RANGES WHEN NECESSARY. REPAIR AND/OR REPLACE DEFECTIVE BURNS, HANDLES, KNOBS, PILOT ASSEMBLIES, BURNERS AND REPORT TO FOREMAN ANY DIFFICULTIES IMPOSSIBLE TO ADJUST BY J.C.A. MAN.

APARTMENT PROPER (CONTINUED)

SEE ITEMS PRECEDING PAGE

KITCHEN	1,2,3,4,5,6,7,8,9,	<u>NOTE:</u> Electrical fuse or breaker box may be located here also.
BATHROOMS	1,2,3,4,5,6,7,8	<p>COMMODORE: TUB AND BATH BASIN</p> <p>1. Unstop stoppage that does not require removal of fixture.</p> <p>WATER CLOSET</p> <p>1. Make any repairs and/or replacements to all devices contained therein or thereon.</p> <p>TOILET SEAT</p> <p>1. Make any necessary repairs and/or replacement of hinges, parts of hinges, or rubber gromets.</p>
FOYERS	1,2,3,4,5,7,8	<u>NOTE:</u> Electrical fuse or breaker box may be located here also
BEDROOMS	1,2,3,4,7,8	
DINING ROOM	1,2,3,4,5,7,8	
LIVING ROOM	1,2,3,4,5,7,8	

ELECTRIC, GAS & SANITATION IN BARNARD

1. Newcomer shall find all ...
company have failed to do same.
2. Bear in mind they must be removed.
3. Make arrangements to re-enter by either installation of new lock or other means.
4. Call utility company involved, Public Service (22-7000), and a t for ...
Astor or ...

*NOTE: Water meters are the property of Newark Housing Authority, remove, turn over to Foreman, recording address of structure in which ...

5. Make appointment to meet Serviceman to remove meter. When meter is secured.
6. Water leading into basement or leaking from curb box ...
to water department immediately. Call City Hall ...
emergency, report location of structure by address or by ...
from street ...

*NOTE: Utility Servicemen will not break into structures to retrieve their equipment

*NOTE: Foreman has water curb box key, call if water is still on and water is to be removed.

BOARDING UP IN BUILDING STRUCTURES BEFORE BUILDING IS TURNED OVER FOR DEMOLITION

1. All utilities must be shut off.
2. *Secure all doors and windows. When need arises, report to supervisor with old doors or whatever materials that can be obtained in the structure itself.
3. When going to and from other assigned task, note:
(a) when a ...
(b) ...
(c) ...
(d) ...

*NOTE: Make ...
...
...
...

GENERAL REQUIRED PERMITS OF UTILITIES
VACANT LOTS

LEAKING UTILITY SERVICES

1. During demolition heavy equipment may rupture utility valves at the curb and leaks may show up days or weeks later.
2. Report leaking water or gas as follows:
Public Service Gas & Electric Company - 622-7000 and ask for Customer Service. Report location by address or by describing street intersections.
Water Department - Call City Hall - 643-6300, and ask for Water Emergency. Report location by address or by describing location from street intersections.

SIDEWALKS

1. Make minor concrete repairs where 80 pounds sakrete can suffice, to eliminate tripping hazards.

FENCING

1. Report any damaged fencing impossible to be repaired by Repairmen, to the Foreman who will expedite necessary action.
2. Improve to make adjustments where ever possible.

UNAUTHORIZED DUMPING OF REFUSE AND/OR OTHER DETRIMENTAL MATERIALS

1. Record the names and addresses of violaters, (if printed on the vehicles), license plate number and give to Site Managers.

UNAUTHORIZED USE OF VACANT LOTS

1. Record the names and addresses of violaters (if printed on vehicle), and license plate number and give to Site Manager.

*NOTE: Do not approach violaters in person. Personal contacts may lead to altercations. Site managers will contact violaters by mail and take other appropriate actions.

TALL WEEDS AND GRASS

1. Report location to Foreman. Time, labor and equipment available, Foreman will expedite correcting these conditions using our own men and equipment.

MEMORANDUM

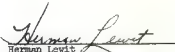
HOUSING AUTHORITY OF THE CITY OF NEWARK

TO. Harold Bryant, Personnel Program Analyst Date December 9, 1970
FROM. Herman Levit, Urban Renewal Supervisor
SUBJECT: Urban Renewal Housing Inspectors Training

As per your request, herewith attached is a draft proposal and syllabus re above.

Staffing and budgets would be of prime concern. However, this can only be realized after the attached proposal and scope of the program finalized.

I will be most willing to participate in this worthwhile endeavor if called upon.


Herman Levit
Urban Renewal Supervisor

HL/mv

SEE ATTACHED 1) PROPOSAL
2) SYLLABUS

FINDING I C - EXHIBIT F¹

DRAFT

CLASS SYLLABUS

Urban Renewal Housing Inspector Training Program

The following course outline is a 12 week, 72 hour course on the Principles of Housing Inspection.

Introduction

- Housing Vocabulary
- Report Forms and Records
- Community Relations
- Codes and Standards
- Duties and Responsibilities

Principle

1. Health and Sanitation Inspection
 - a. Aspects of Housing Significance
 - b. Requirements of Health and Sanitary Code
 - c. Field Trip on Environmental Sanitation
 - d. Field Inspection - all housing violations
2. Building Inspections
 - a. Requirements of Housing Code
 - b. Inspection Techniques
 - c. Duties and Responsibilities of Inspector
 - d. Aspects of Housing Inspections
 - e. Field Trip - Building violations
 - f. Field Inspection - all Housing violations
3. Plumbing Inspection
 - a. Plumbing factors of a Housing Code
 - b. Plumbing and Heating Aspects of Housing
 - c. Field Trip - Plumbing violations
 - d. Field Inspection - all housing violations
4. Electrical Inspections
 - a. Theory and Fundamentals
 - b. Requirements of Housing Code
 - c. Field Trip - Electrical violations
 - d. Field Inspection - all housing violations
5. Zoning Inspection
 - a. Principles of zoning
 - b. Relationship of zoning to Housing Inspection
 - c. Field Trip - Zoning violations
 - d. Field Inspection - all housing violations

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CLASS SYLLABUS (CONT'D)

6. Fire Inspections
 - a. Fire Prevention Codes
 - b. Basic Inspection
 - c. Field Trip - fire violations
 - d. Field Inspection - all housing violations

Review and Analysis - Inspection reports

Re-inspections

Preparation of cases for court

Introduction to court testimony

Mock trial

Plan review and Interpretation

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PROPOSAL

Urban Renewal Housing Inspector Training Program

Urban Renewal has immeasurable capability to achieve a great volume of code compliance through a comprehensive well planned and executed rehabilitation program. Deteriorating and substandard housing is due, in part, to the failure of Municipal Agencies to provide strict and consistent enforcement of various housing codes. This failure may be attributed to two factors: first, some of the codes are outdated, and secondly, there is a lack of sufficient numbers of adequately trained housing inspectors. The latter is more essential for, in the final analysis adequate housing codes or a comprehensive and successful Urban Renewal Rehabilitation program with its stricter rehabilitation standards, depends heavily on the abilities of its personnel. The need for developing, promoting and organizing a comprehensive training program for housing inspectors is important in order for the program to succeed.

A Training Program should be geared to give unemployed but employable men with latent abilities, the needed stimulus to improve their earning power and achieve a well defined occupation that is not merely a dead-end. This training course will prepare the trainee to take State examinations to become licensed inspectors. It is the aim of the Newark Housing Authority to recruit residents of Urban Renewal Rehabilitation Areas, the prime target for recruitment, to successfully train, motivate, to gainfully employ trainees as qualified housing inspectors.

The following qualifications and guidelines will be established:

1. Graduation from high school or an equivalency diploma
2. Able to read and interpret housing codes
3. Possess a valid New Jersey Driver's license
4. No police record. However, men who were convicted of minor crimes in their youth or several years prior to application for training and who have no recent police record would be considered.

The Housing Inspector is a generalist who performs cellar-to-roof inspections to insure that the building is maintained properly. The scope or guidelines in the course of study to be developed will encompass:

1. Building Codes
2. Housing Codes
3. Fire prevention
4. Electrical Codes
5. Plumbing Codes
6. Zoning Ordinances

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PROPOSAL (CONT'D)

Upon successful completion the trainee will:

1. Have rudimentary knowledge of building plans, helpful in enabling him to make more efficient inspections.
2. Inspect buildings for electrical, sanitary, plumbing, fire and zoning violations.
3. Re-inspect buildings for compliance and quality of work being done.
4. Take proper action and assure proper referral and follow-up with other agencies.
5. Meet with community groups to discuss purpose and nature of program.
6. Have ability to testify cases brought to court.
7. Prepare reports on inspection findings, hearing actions, re-inspection findings and court action, maintains records.

INDUSTRIAL TRAINING SERVICES
790 BROAD STREET
NEWARK, NEW JERSEY 07102
201 548-3431

POLICY AND PROCEDURES COMMITTEE

RAYMOND F. MALE, COMMISSIONER
N. J. DEPT. OF LABOR & INDUSTRY
SAMUEL B. MARKS, EXEC. DIR.
SKILL ACHIEVEMENT INSTITUTE
CHARLES F. REILLY, DEPUTY DIR.
N. J. DIV. OF EMPLOYMENT SECURITY

NORMAN GOLDBERG

DIRECTOR OF OPERATIONS SKILL ACHIEVEMENT INSTITUTE

November 13, 1968

Mr. John F. Looney
Coordinator Division of Community Relations
and Social Services
Newark Housing Authority
14 William Street
Newark, New Jersey 07102

Dear John,

Many thanks for the splendid cooperation extended in planning and initiating the graduation ceremony for the Building Maintenance Worker Training Program.

Your efforts were instrumental in affecting the successful program that was enjoyed by all and more important, meaningful to the trainee group.

Again, many thanks.

Sincerely,

David L. Phillips

David L. Phillips
Industrial Training Consultant

INDUSTRIAL TRAINING SERVICES

790 BROAD STREET
NEWARK, NEW JERSEY 07102
201 646-3431

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N. J. DIV. OF EMPLOYMENT SECURITY

NORMAN GOLDBERG

DIRECTOR OF OPERATIONS SKILL ACQUISITION INSTITUTE

March 19, 1969

Mr. John F. Looney, Coordinator
Division of Community Relations
and Social Services
Newark Housing Authority
14 Williams Street
Newark, New Jersey 07102

Dear Mr. Looney:

It has been our pleasure to initiate training programs for two groups of employees of Newark Housing Authority Community Relations and Social Services Division. This letter is to confirm the participation of the following people:

Supervisory Skills Workshop:

Starting Date - February 26, 1969
Projected Ending Date - April 30, 1969
Day of Sessions- Wednesdays, 2:00 to 4:00 P.M.

John Garrett, Jr.	Lois Jones
Alice Halevy	Malcolm Ellington
John F. Looney	Sylvia Josephson
Carl L. Huff	Muriel Williams
Alberta Reynolds	

Community Service Aide Tutoring Program:

Starting Date - March 11, 1969
Proposed Ending Date - Indefinite
Day of Sessions - Tuesdays, 9:00 to 11:00 A.M.

Phyllis Johnson	Olen Bradley
Thelma Cooper	LaVerne Mackey
Velma Kitching	Connie Harris
Connie Dixon	Emily Marie Perkins
Ruby Pugh	Catherine Whitfield
Reuben Cole	Rose Marie Cook
Desara White	Arlene Cromer
William Barnes	Louis Slinsky
Beatrice Robinson	Beatrice Young

I look forward to starting the Upgrading Program in your division.

Best regards.

Sincerely,

David L. Phillips

David L. Phillips
Training Consultant

DLP/bd

May 9, 1968

Commissioner Raymond F. Hale
Department of Labor and Industry
John Fitch Plaza
Labor and Industry Building
Trenton, New Jersey

Dear Mr. Hale:

This is to express, on behalf of this Authority, our appreciation for your significant role in making possible the Industrial Training Services program for our laborers.

On November 7, 1968, NIA officials were pleased and proud to join your key executives in a certificate - award ceremony that marked the successful completion of the course for some sixteen laborers.

We particularly want to express appreciation to Director James Ware, and Training Consultant David L. Phillips for their vital part in training employees for a future which hopefully will have greater stability than the present.

Very truly yours,

John Garrett, Jr., Coordinator
Community Relations and
Social Services.

JG:ada

cc: Mr. David L. Phillips



State of New Jersey
DEPARTMENT OF LABOR AND INDUSTRY
RAYMOND F. MALE, Commissioner

PLEASE REPLY
TO WRITER AT
THIS ADDRESS

790 Broad Street
Newark, N. J.
07102

May 29, 1969

Mr. John F. Looney
Newark Housing Authority
14 William Street
Newark, New Jersey

Dear Mr. Looney:

Enclosed is a draft of our group recommendations regarding the Community Relations and Social Services Division.

Please read it and make what ever changes that you personally choose. If it is your wish, you may send the recommended draft to me and I will incorporate your changes into the final draft which will then be presented to the Board through you.

I will not give you the final draft without first obtaining a final review from the group.

Sincerely,

INDUSTRIAL TRAINING SERVICES

David L. Phillips

David L. Phillips
Director of Training

BUP/tr

Enclosure



State of New Jersey

DEPARTMENT OF LABOR AND INDUSTRY

RAYMOND P. MALE, COMMISSIONER

Draft

PLEASE REPLY
TO WRITER AT
THIS ADDRESS:

790 Broad Street
Newark, N. J.
07102

July 17, 1969

Mr. John Garrett, Jr., Coordinator
Newark Housing Authority
Community Relations and Social
Services Division
57 Sussex Avenue
Newark, New Jersey

Dear Mr. Garrett:

During the eleven supervisory skills workshop sessions, attended at Industrial Training Services, we examined elements of supervision and the workings of organizations.

In our last session we thought of activities that contribute to a smooth functioning organization and that relate to the skills that we are developing.

Our thoughts are reflected in the attached recommendations which we respectfully submit for your consideration.

Sincerely,

Supervisory Workshop Participants

Attachment

790 Broad Street
Newark, N. J.
07102

July 2, 1969

Mr. Joseph Sivoletta
Executive Director
Newark Housing Authority
57 Sussex Avenue
Newark, New Jersey

Dear Mr. Sivoletta:

I present to you, the Newark Housing Authority and the Community Relations and Social Services Division, two copies of the Community Service Aide Upgrading Program conducted by Industrial Training Services.

This is done to satisfy our agreement which specified that the program developed and conducted would be left with you in order that it be used for similar groups in the future, if it is your desire.

Industrial Training Services takes pleasure and pride in the accomplishments of the program and the cooperation given us by members of your staff and the entire Community Relations and Social Services Division.

Best regards.

Sincerely,

INDUSTRIAL TRAINING SERVICES


James A. Ware
Director

DLP/JAW/tr

cc: Mr. A. Rizzolo
Mr. J. Garrett, Jr.
Mr. R. Motte
Mr. J. Looney ✓

D R A F T

NEWARK HOUSING AUTHORITY COMMUNITY RELATIONS AND SOCIAL SERVICES SUPERVISORY CONFERENCES

RECOMMENDATIONS

- I. The organization or structure of the Community Relations and Social Services Division should be explained to all employees emphasizing:

- 1) The chain of command
- 2) The span of control
- 3) The flow of work

This could be accomplished by:

- 1) Having a meeting of the Community Relations and Social Services' supervisory staff to discuss the features of the organization.
- 2) Having a meeting including Community Relations and Social Services' administrative staff, project managers and site managers to define and discuss the above concerns.
- 3) Require Community Relations and Social Services' supervisors to meet with their subordinates to explain the organization features.

- II. Communication should flow to all concerned personnel within the Community Relations and Social Services Division regarding programs conducted by Newark Housing Authority's Community Relations and Social Services.

- 1) Funding sources of the programs should be indicated.

2) Criteria for the use of program funds

- extracts of the Legislation or Act relating to the program funds along with Community Relations and Social Services' interpretation might be made available to department personnel.
- Staff meetings might be useful to further program flexibility and restriction.

3) Set up system for distribution of Program Directives within Newark Housing Authority's Community Relations and Social Services to the concerned personnel.

- designate a clerical person to review directives and route to the appropriate persons (supervisors).
- supervisor will further distribute and explain the directives to subordinates.

4) Information generated by other divisions and departments of Newark Housing Authority regarding Community Relations and Social Services.

- should flow through the Coordinator of Community Relations and Social Services to the responsible supervisors and through the Community Relations and Social Services' chain of command.

III. Staff meetings should take place to facilitate department (Community Relations and Social Services) organization, communication and functionality.

- 1) General staff meeting should occur monthly lasting two (2) hours.
- 2) Administrative staff (departmental) meetings should occur monthly for one (1) hour.
- 3) Unit staff meetings should occur weekly for thirty (30) to sixty (60) minutes.

DRAFT

NEWARK HOUSING AUTHORITY
COMMUNITY RELATIONS AND SOCIAL SERVICES
SUPERVISORY CONFERENCES

RECOMMENDATIONS

- I. The organization or structure of the Community Relations and Social Services Division should be explained to all employees emphasizing:

- 1) The relationships between the job titles or job positions in the organization chart
- 2) The chain of command
- 3) The span of control
- 4) The flow of work

This could be accomplished by:

- 1) Making a distribution of the up-to-date organization chart to all employees in the division.
- 2) Having a meeting of the Community Relations and Social Services' supervisory staff to discuss the features of the organization.
- 3) Having a meeting including Community Relations and Social Services' administrative staff, project managers and site managers to define and discuss the above concerns.
- 4) Require Community Relations and Social Services' supervisors to meet with their subordinates to explain the organizational features.

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NEWARK HOUSING AUTHORITY
COMMUNITY SERVICE AIDE UPGRADING PROGRAM

AWARDING OF CERTIFICATES CEREMONY

JUNE 25, 1969

2:00 P.M.

WELCOME:

Mr. John Looney, Assistant Coordinator
NHA Community Relations and
Social Services Division

REMARKS:

Mr. David L. Phillips,
Director of Training
Industrial Training Services

Mr. Howard Gottlieb, Personnel Assistant
Newark Housing Authority

AWARDING OF CERTIFICATES:

Mr. John Garrett, Jr., Coordinator
NHA Community Relations and
Social Services Division

CLOSING REMARKS:

Mr. John Looney

1. FILE COPY TAKEN BY JH

The New Careers Program Community Employment & Betterment Program.

Major emphasis is to be placed on the creation of "New Career" jobs in established institutions which provide a public service. Some such job classifications are already established as support/sup-professional personnel in certain Federally financed programs such as Education Aides, Health Aides and Casework Aides. Other such job classifications have been long established in Federal and State governments but are closed to the poor because of their inability to pass written tests or to meet academic and other standards which are often unrealistic and totally unnecessary to acceptable levels of job performance.

This program is designed to provide meaningful work-experience and training for chronically unemployed poor persons who are at least 22 years of age and who have poor employment prospects, in activities which will improve the social and physical environment of the community. It involves the unemployed and underemployed in activities which provide training for permanent jobs. It also requires the employing agency to provide permanent employment opportunities for, and to hire, those persons who receive work-training and who qualify for such jobs. These jobs must be over and above present employment levels or in unfilled vacancies in established positions. Projects should provide access to additional training opportunities in the community for those enrollees who complete their period of work-training under this program and do not secure permanent employment. Projects may include training and/or basic education, as appropriate to the needs of individual enrollees, if required to prepare them for permanent employment or admission to further training under this or other relevant programs.

CITIZEN PARTICIPATION R-38

The Clinton Hill Area Rehabilitation Committee (CHARC) was established as the official citizens' participation group under the Resolution Of the City of Newark, N.J., Number 7 R S-030663 page 2, paragraph 4, lines 4, 5, and 6, adopted March 6, 1963.

CHARC was formed in cooperation with local residents and groups representing a significant cross section of residents of R-38, in terms of ethnicity, income levels, and geographic areas of the project.

Democratic elections are held with a large percentage of resident participation. Every phase of planning for the area was accomplished with the cooperation of CHARC with a healthy degree of critical analysis and exchange of ideas between the group and the LPA.

CHARC has had unlimited access to LPA, the city governing body, and pertinent arms of municipal government and departments, assuring involvement in all phases of planning and decision making. Several meetings have been held with H.U.D. officials and the CHARC group.

All information relative to project R-38 is and has been available to CHARC. Many meetings with local officials have been held with presentation of pertinent statistics, studies, reports, problems, recommendations, alternate avenues, etc.

Several staff members have been assigned to work closely with CHARC to provide technical assistance, to help in organization of the subject community, stimulating self help in myriad areas, making available equipment and personnel for inter project communication, etc. CHARC has demonstrated since its inception the ability to effectively involve itself in planning and implementation of programs for upgrading and working for improvement in all the vital areas of community life, as well as the physical rehabilitation, i.e. education, health, recreation, problems of youth and the elderly, welfare, code enforcement, cultural, social ills, law enforcement, civic concerns, drug abuse, voter education and registration, etc.

A significant number of staff members are residents of the R-38 area, and many of its youth are employed by the LPA in various capacities during the summer months. The Newark Housing Council, an official citizens' group recognized by city, state and federal agencies, has selected aides and other categories of staff to assist in the administration of the U.R. process in R-38.

This LPA provides facilities for meetings, social, recreational, and other appropriate activities requested by the CHARC, and other community groups of all types, at 526 Clinton Avenue, Newark, N.J.

Below are listed the officially designated citizen participation groups influencing the programs in R-38.

Clinton Hill Area Rehabilitation Committee

Chairman: Mrs. Mildred Helms
503 Bergen Street
Newark, N. J.
Phone 248-2853

Community Housing Council

114 Brandford Place
Newark, N. J.
Phone 624-2288

Junius Williams, Executive Director

William Yuen, Deputy Director

Charles Bell, Chairman

SOCIAL REFERRAL SYSTEM

This L.P.A. has recognized its responsibility to minimize the hardship and anxiety which frequently attends displacement or other affects of the urban renewal process, consequently an intensive social referral system has been set up in sites involving relocation or rehabilitation.

Extremely close liaison with state, county, and municipal agencies is maintained. As a result of many years of rendering social services in both urban renewal and housing projects, a close working relationship has been developed between this L.P.A. and scores of resource agencies, groups, organizations, and private resources.

All families in R-39 have been visited, not only to disseminate information pertinent to the L.P.A.'s responsibilities, benefits and general welfare of the residents, but also to ascertain needs of a social nature requiring counsel or referral to an appropriate resource.

Community service workers are alerted to problems in various ways, i.e., referral by a relocation field worker, direct contact in the course of routine visits, phone calls, walk in by client, referrals through churches, community agencies, etc. These workers are assigned to all site offices where displacement or rehabilitation is planned. Running records are maintained on every contact by the assigned workers or aides. In addition records are kept of all agency involvement and a central filing system is utilized with duplicates remaining in site relocation offices.

Of the many functions performed by the Community Relations and Social Services staff none has greater importance than follow-up of families moving from the Urban Renewal site to public, leased, or other housing which is subsidized in whole, or in part by governmental programs. For these families a referral system designed to meet the urgent needs of the relocatees has been in operation for some time this L.P.A. It has been recognized for attaining to a large degree the philosophy enunciated under the social goals of the H.U.D. programs. Under this system, which is regularly reviewed for possible refinement, the Community Relations and Social Services staff is alerted by the Urban Renewal site office worker, our Tenant Selection unit Leased Housing section, and Housing Project manager (if applicable) that a family is moving to a particular location. In many instances the initial worker makes follow-up visits to assist the family, or if impractical due to distance or other causes copies of social service data are transmitted to a worker at the housing project or to other personnel designated to provide follow-up throughout the community.

The procedure outlined above assures that assistance to a family will continue after relocation. Benefits accrue through orientation to the new surroundings, as well as the knowledge that assistance is available if the need exists or arises. Some of the harshness associated with displacement is surely diminished by this evidence of concern on the L.P.A.

It is common knowledge that blight strikes in Urban Renewal sites are conflagration-prone, thus it falls the responsibility of the L.P.A. to assist the shelterless families as we would relocatees. Due to the rash of fires in recent years this authority

participated in the formation of a disaster committee utilizing a housing project as disaster headquarters. Staff of Community Relations and Social Services are called upon to assist in the housing of fire victims taking appropriate steps to meet the needs of these persons.

In 1969, 250 families (1,150 people) made homeless by fires were housed by the L.P.A. and serviced by Community Relations and Social Services staff.

In order to formalize and effectively coordinate the variety of services required in big-city emergencies, the Newark Disaster Coordinating Committee, comprised of thirteen organizations, was formed.

The Newark Housing Authority with two staff members actively involved as committee members, performs the vital function of being the main source for housing families affected by disasters, such as fires where victims are forced to leave their homes.

THE REHABILITATION PROGRAM

The Rehabilitation Program, in order to be successful must depend on key forces in the city, the target community and, of course, this Authority.

Subject target area is comprised of 41d structures, plus 60 in the amended area, of these 70% is categorized for rehabilitation while 30% is slated for demolition. 100 structures have been inspected and completed and rehabilitation work has been proceeding as scheduled on another group of some 236 structures. There are 16 structures which pose somewhat sticky problems on the basis of their residents refusing to permit inspectors to enter and report on same. However continuing efforts are being made to attain our objectives.

A substantial number of health and educational programs plus a variety of meaningful recreational activities have been having a salutary impact on subject site. They are as follows

HEALTH - Mobile Chest X Ray Immunization Homebased Service
 Senior Citizens Health Service, Code Enforcement
 Street Sanitation - Anti-Litter Drive Drug Addiction
 Education Blood Bank Donors Ambulance Squad (Volunteers)

EDUCATION

Cooperation between Board of Education and Community re plans for construction of new Clinton Avenue Elementary School Title I Programs and Parent Teacher Association in four school as follows - Clinton Avenue
 Peshine Avenue Lergen Street and Madison Street.
 Newark State College Home Economics Program N.C.A.C.R.
 re conservation and refurbishing of Lawns and Gardens

Block Groups sponsored trips to points of interest Voter Registration and Education as well as Census Education.

REGULATION

The young citizens of CHABC, assisted by adult members was organized on November 21, 1966. The Urban Renewal Site Field Office at 526 Clinton Avenue 3rd floor which serves as headquarters for the organization was made possible through the cooperative efforts of this L.P.A.'s Community Relations and Social Services Division. Regular meetings are held and whole host of activities planned and executed, i.e. Community Cake Sales, Dances, Raffle Drawings, Slating and Splash Parties and other similar wholesome pursuits which contribute to social growth. This young group, with the avid assistance of Community Relations and Social Services Staff, proposed enlisted the necessary help and succeeded in cleaning up certain on-site lots for appropriate sporting events, etc.

O
P
Y

CLINTON HILL AREA REHABILITATION COMMITTEE

572 CLINTON AVENUE
NEWARK, NEW JERSEY

APRIL 21, 1964

Hugh J. Addonizio, Mayor
City of Newark
City Hall, Broad Street
Newark, New Jersey

Dear Mayor Addonizio:

We are strongly dedicated to better enforcement of City Ordinances to safeguard rehabilitation efforts in the 14-block Urban Renewal Project Area. Code enforcement is an essential part of rehabilitation.

Our committee is aware of several infringements by rooming houses on Hedden Terrace which have not been abated over a long period of time. Specifically, the following properties from the exterior appearance are in a bad state of disrepair, showing signs of deteriorations:

22, 32, 56, and 82 Hedden Terrace.

The property at 82-84 Hedden Terrace is in direct violation of Section 15.511.4 of the City Housing Codes which restricts children from rooming houses.

Many of the rooming houses on that block are not licensed and therefore do not meet the requirements for legal operation.

Our committee requests strict code enforcement of rooming house codes and a thorough inspection of the above mentioned violations. We will also be checking the other blocks in the 14-block Urban Renewal Project, E.J.R.-38, for similar violations.

Very truly yours,

copies to:
Pascal J. Baiocchi, M.D.
Dir. of Health and Welfare
Armand E. Losbo, Coordinator of Inspections
Div. of Inspections
A. J. Iuliano
Assistant Corporation Counsel
Councilman Lee Bernstein,
906 Bergen Street

Louis Pitts, Chairman
Enforcement Committee

Alfred J. Walker, Director of Urban Renewal

September 21, 1967

Herman Lewit, Urban Renewal Asst. Supervisor

Re: Inspections - N.J.R-38

A meeting at the office of Mrs. Larrie Stalks, Director of Health and Welfare was held on September 15, 1967. Those present were:

Armand E. Lembo, Director of Inspections
John D. King, Supt. of Buildings
Peter J. Plosky, Chief Electrical Inspector
Richard A. Gill, Chief Plumbing Inspector
Anthony Sages, Asst. Chief Sanitary Inspector
Charles J. Mc Gaire, Supv. Chief Ind. Hygiene & Air Pollution
Edward Smith, Chief Inspector - Sanitation Division
Herman Lewit, Urban Renewal Asst. Supervisor

This meeting was called at the request of Mayor Addonizio because of complaints by CHARC. Various city inspection divisions cite property owners with violations. The Housing Authority, through the Rehabilitation Tenement Estimators make an extensive work write-up in conformance with the approved area rehabilitation standards, F.E.A. minimum property standards that are applicable and city codes.

The rights and qualifications of the staff estimators were questioned, and, that the inspections carried out by the N.H.A. are illegal.

Having explained our position as to what we are achieving and the methods used e.g. cost estimating, financing, checking bids against our work write-ups and supervising the work, the questions as they were put indicated to me that a lack of knowledge as to what Urban Renewal is and primarily the Rehabilitation program, as far as the inspection division is concerned.

Mrs. Stalks suggested that a meeting with the Mayor, Mr. Dansig and Mr. Walker is indicated. This meeting is to be set as soon as possible.

Herman Lewit
U.R. Asst. Supervisor

HL:cs

CLINTON HILL AREA REHABILITATION COMMITTEE
526 Clinton Avenue, Newark, N.J. 07106

May 6, 1968

Mayor Hugh J. Addonizio
City Hall
Newark, New Jersey 07102

Dear Mayor Addonizio:

A meeting was held in your office on March 14 with members of CHARC. Mr. Dennis, Mr. Walker and Mr. Lewis of the Housing Authority, Mrs. Stalks and Mr. Lembo were present.

Of the many items discussed, we at this time would like to make reference to one, the duplication of inspections. The Housing Authority Removal Estimators, working with and helping people in the project area doing rehabilitation, and a team of city inspectors on a house to house basis causing concern, indignation and harassment. Property owners have been subjected to housing court, and many others face the same ordeal. This situation was resolved by you at the time of this meeting. We now fail to see how this situation arose and is allowed to continue. I called Mr. Lembo and he assured me that the inspections he is carrying out are complaints - on a house to house basis?

I would appreciate hearing from you on the above.

Very truly yours,

Mildred Helms, Chairman
CHARC

CC: Mr. Lembo
Laurie Stalks
Mr. Dennis
Mr. Walker

Copy to [illegible]



CITY OF NEWARK, NEW JERSEY

~~MURRAY WOODWARD~~
KENNETH A. GIBSON, Mayor

Armand H. Lembo, Director

~~XXXXXXXXXXXXXXXXXXXX~~
DEPARTMENT OF HEALTH AND WELFARE
CITY HALL
NEWARK, NEW JERSEY 07102

~~XXXXXXXXXXXXXXXXXXXX~~
BUREAU OF ADMINISTRATION

November 5, 1970

Mr. Joseph DiVellella
Executive Director
Newark Board of Authority
57 Sussex Avenue
Newark, N.J.

Re: Low-Interest Bill for General Project
N.J. H-100

Dear Mr. DiVellella:

In response to your letter of October 14, 1970, I am fully aware of the excellent job done by your office in the Bureau of Rehabilitation and Conservation, Division of Inspection.

However, due to the tremendous amount of work which is performed by the Division of Inspections, even a letter has become a necessity to our own programs.

At the present time I feel it is impossible to release Mr. Moore for the purpose of doing work for the Newark Board of Authority.

I would suggest that you have Mr. Moore work with a state license so that he may provide the necessary technical assistance to your program without further delay.

Sincerely yours,

Armand H. Lembo, Director
Department of Health & Welfare

34.
11/13/70
November 13, 1970

Armand E. Lembo, Director
Department of Health and Welfare
City Hall
Newark, New Jersey 07102

Re: Lower Clifton Hill
Urban Renewal Project
N.J. R 38

Dear Mr. Lembo.

In response to your letter of November 5, 1970, the hiring of an inspector with a state license cannot be undertaken by this Authority under present federal guidelines. Therefore, no money has been budgeted for such expenditures, nor could any money be budgeted in the future.

It is imperative that an inspector from the Division of Inspections be assigned to this project. We simply must have this municipal involvement in order to arrive at an enforceable rehabilitation program. Furthermore, such an individual would not be expected to perform any work for the Newark Housing Authority, as your letter states, but only his normal duties as a municipal inspector. As you know, Mayor Gibson has assured CHARC of cooperation by all municipal departments.

I trust that you will reconsider your previous decision and reassign Inspector Moore to the R 38 site office.

Very truly yours,

Joseph D. Sivoletta
EXECUTIVE DIRECTOR

JDS:HL:mw

George Chasewyck, Director of Engineering,
Planning & Research
Murray Mizer, Urban Renewal Supervisor R-38

January 13, 1971

Status Report Re: City Inspector Assigned to R-38 Field Office

Mr. Nelson Moore, a City Inspector, from the Division of Inspections, was assigned to the R-38 Field Office September 28, 1970 to expedite a greater response from the recalcitrant property owners. At this time Mr. Moore was assigned a workload of 26 uncooperative absentee property owners. He had worked with our program in the past and his knowledge of our problems was a tremendous asset.

Mr. Moore barely made a dent in the workload, when without prior notice to the Field Office he was reassigned October 13, 1970. Since this last date mentioned, and up to the date of this memo, Mr. Moore nor any other City Inspector has reported to the R-38 Field Office. The balance of the workload remains status-quo.

Murray Mizer
Urban Renewal Supervisor

Mime

MEMORANDUM

HOUSING AUTHORITY OF THE CITY OF NEWARK

TO: ALL SITE MANAGERS

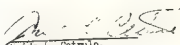
Date January 4, 1971

FROM: Guido L. Cetrulo, Director of Relocation

SUBJECT: Delinquent Rents - Welfare tenants

In order to evaluate the effectiveness of procedure and practice with regard to rent collections involving delinquent Welfare Board tenants, (re. memo December 10, 1970), you are hereby requested to submit the following information not later than January 10, 1971:

1. A copy of the monthly rent delinquency list (Essex County Welfare tenants only).
2. Verification of contact with the Welfare Board area office.
3. Name of the person in your office designated as rent collector and liason with the Welfare board area office.
4. Your comments in regard to the effectiveness of the new procedure.


Guido L. Cetrulo,
Director of Relocation

GLC:WB:th

cc: Mr. Hanes

Mr. Sutton

Mr. Mc Neil - *Mr. G. J. P.*

Mr. Fitchett

Mr. Quest - *Mr. J. P.*

Mr. Politano

Mr. Korejwo

Mr. De Benedictis - *Mr. H. H.*

Mr. Nicolette

Mrs. Brown

file ✓

MEMORANDUM

HOUSING AUTHORITY OF THE CITY OF NEWARK

TO Mr. Bishon, Site Coordinator and Date February 17, 1971
Mr. Hurton, Asst. Director of Relocation
FROM: Guido L. Petrulo, Director of Relocation
SUBJECT: Delinquent Rent Collections - All Sites

While there has been some improvement shown in the overall delinquent rent collections in each site office, improvement, however, has not been in expected amounts anticipated nor has there been improvement shown in the supervision of a stricter or a tightening up of procedures to be pursued toward this end.

Specific reference is made to two points in this regard.

1. Rent collectors must report either daily or at the most on a weekly basis on activities and results obtained and production efforts must be logged for control purposes.
2. In all commercial cases, except where there is a specific reason for not doing so, a strict supervision of the policy of suing after the fifth of the month must be followed. Evidently, this is not being done in all cases. Please check with the site manager's listings and ascertain that the listings are clear with regard to whether or not suit has been instituted. Eviction action is to be taken wherever necessary in conformance with policy and procedure.

In addition to the foregoing, it is necessary to begin a definite program with regard to referral to collection agencies of those vacated tenant's accounts for possible collection.

You are directed to secure from managers a complete listing of vacated bad accounts in preparation for

MEMORANDUM

HOUSING AUTHORITY OF THE CITY OF NEWARK

TO: Mr. Bishop, Site Coordinator, and Date February 17, 1971
Mr. Hutton, Asst. Director of Relocation
FROM: Guido L. Cetrulo, Director of Relocation
SUBJECT: Delinquent Rent Collections - All Sites

continued -2-

and in anticipation of, a plan for referral of these accounts to a collection agency for further action. Do not include in this listing those vacated bad accounts that have already been transferred to collection loss accounts. Listings will show account number, full name of tenant, site address, last known address, monthly rent, and total amount of the delinquent account. These lists are to be submitted to this office before the first of March.


Guido L. Cetrulo
Director of Relocation

GLC/mdf

cc: Mr. Hill
All Site Managers
File ✓

MEMORANDUM

HOUSING AUTHORITY OF THE CITY OF NEWARK

ECWB-
(Welfare)
Delinquent Rents

TO: Asst. Directors, Site Coordinators, ^{Date} December 10, 1970
Site Managers, and Field Office Personnel
FROM: Guido L. Cetrulo, Director of Relocation
SUBJECT: Delinquent Rents - Welfare Tenants

In a continuing effort to reduce rent delinquencies and to develop a more responsive attitude from site tenants, meetings have been held between this office and personnel of the administrative section of the Essex County Welfare Board.

The principal purpose of the Welfare Board meetings have been to arrive at a point where Essex County Welfare Board clients, who are also rent-paying site tenants and who receive rent allowances from that agency, meet their rental obligations to the Authority. It is hoped that the situation will be considerably improved by reason of the fact that a definite understanding and procedure has resulted from these meetings.

Effective immediately, therefore, all managers are to institute the following procedure and practice with regard to rent collections involving Welfare Board tenants.

1. A copy of the landlord-tenant relationship letter, which is made up at the time of acquisition, for each Essex County Welfare Board tenant, is to be forwarded to the Essex County Welfare Board, attention of:

Willie Edwards, Supervisor
Essex County Welfare Board
Hall of Records

2. The site manager, through his duly authorized representative (rent collector), is to consult each month with the Essex County Welfare Board field supervisor concerned and with a copy of the monthly rent delinquency list. (Essex County Welfare Board only)

MEMORANDUM

HOUSING AUTHORITY OF THE CITY OF NEWARK

TO: Asst. Directors, Site Coordinators, ^{Date December 10, 1970}
Site Managers, and Field Office Personnel
FROM: Guido L. Cetrulo, Director of Relocation
SUBJECT: Delinquent Rents - Welfare Tenants

continued 2

3. The monthly rent delinquency list of Welfare Board tenants will indicate the monthly rent, the numbers of months delinquency, and the total amount of the delinquency. Full names (first and last) of the tenants will be necessary for identification purposes.

All managers will be held responsible for the setting up of this procedure and following through by establishing a contact and a relationship with the Welfare supervisor in the area. The Welfare Board administrative staff will instruct supervisory and then field personnel to immediately contact Welfare Board tenants who receive rent allotments and who are not meeting the obligations. The managers will develop and prepare in the same manner, as heretofore, rent delinquency lists, which indicate rent collection efforts either through the normal field office rent collection effort or by way of the Essex County Welfare Board's assistance. Proper steps to effect legal action for recovery of rent will be taken as heretofore.

Assistant directors and site coordinators will oversee the implementation of this memorandum in order to get it working immediately.

Guido L. Cetrulo
Director of Relocation

GLC/mdf

RESTATEMENT OF RENT POLICY AND PROCEDURE

The Executive Director asked that the Commissioners approve the Restatement of Rent Policy and Procedure for the Relocation Division, a copy of which is attached hereto. ✓

After discussion Commissioner Siegel moved that the Restatement of Rent Policy and Procedure, Relocation Division, be approved as submitted. Commissioner Purocell seconded the motion. On roll call the ayes were the Chairman, Commissioners Purocell, Stabile, Siegel and Ontell. Nays none. Whereupon the motion was carried.

RESTATEMENT OF RENT POLICY AND PROCEDURE - RELOCATION DIVISION

It has been necessary to review the rental policy and procedure of the agency in view of these basic facts

1. Rent delinquency accounts have been steadily increasing.
2. Legal action with regard to on-site rent delinquencies have been to little or no avail.
3. Collection of vacated bad accounts by the N.R.A. are practically nil.
4. Essex County Welfare Board delinquent site tenants are not responding to rent payment requests according to previously established procedure between N.H.A. and the Essex County Welfare Board.

In a discussion and subsequent investigation by Mr. Thompson of the Regional Office, regarding rent collections, it was determined that on a temporary basis, all legal actions would be halted pending classification of the policy and the development of amended procedures regarding same. The following policy and procedure is recommended as an amendment to the existing practices in order to improve site property collections:

I. Establishments of rent

In accordance with HUD Handbook, Section 7211.1, Chapter 3, rents are to be established in the following categories:

A. Fair Market Rental

This rent is to be established for the dwelling unit at the time of the appraisal of the property by the N.H.A. appraiser. The appraised rental for each unit is to be part of the "property to be acquired and appraisals of properties sheets" submitted as part I material by Real Estate Division.

B. Present Rental

The present rent is the rent which has been paid by the occupant to the old landlord as determined by the relocation assistant at the time of his preclosing field visit (prior to acquisition).

C. Recommended Rent

The recommended rent is that rental which is to be charged to the tenant-occupant based upon the tenant's ability to pay, hardship, condition of structure, and other pertinent consideration.

The appraisal of fair rent shall include area occupied by non-residential as well as residential tenants. The preclosing statement will be forwarded to the Legal Division with the recommended rents for all occupants so that these rents will be set at the time of closing. No rents will be charged by the N.H.A. which will be greater than the appraiser's fair market rental.

II. Adjustment of Rents

Rents will be adjusted according to the Present Policy and Procedure, Chapter 3, Section 7211.1, of the HUD Handbook which stipulates the method by which rents may be adjusted. There is to be no change in this procedure. It is, however, emphasized that no rent adjustments, residential or non-residential, may be made retroactively. Rent adjustments are to become effective as of the first relative day of the month following approval of the adjustment. Request for rent adjustments must be accompanied by a statement from the tenant explaining and documenting (in the case of commercial or non-profit tenants) the reasons for the request. RD rent Reduction Form #114 is to be used in making reduction requests. All rent reduction would be submitted to the Director of Relocation office for final decision.

III. Starting Dates

A. Residential and non-residential tenants of former owners.

1. The policy on residential tenants of former owners' starting dates is to be as it is at present, uniformly established, to begin on the first day of the month following the acquisition plus the inclusion of one additional free month's rent to be given

a. At the termination of occupancy.

B. Former owner occupants

1. There is to be a statement of policy on the number of days to be given to former owner-occupants which is to be not less than 30 days and which is not to exceed 60 days. It is to be given uniformly to all former owners as required by HUD Handbook as outlined in Chapter 3, Section 7211.1, page 2.
2. This policy will not differ as to the policy between residential former owners or non-residential former owners. In other words, the rule will be uniformly applied to all tenants as stated in the Handbook.

IV. Collection of Delinquent Rents

- A. Residential present rent collection procedures is to remain, that is, legal action for delinquent rent will not start

IV. Collection of Delinquent Rents (continued)

A. (continued)

until the second month's has been charged. However, suit will begin immediately after the third business day of the second month. This will facilitate the procedure required by Legal Division in order to secure a court date for the delinquent tenant in the second month of delinquency. However, no suit for rent will be initiated unless a rent hearing is given the delinquent tenant at which the tenant is to be present as well as community-based representatives (Housing Council, PAC, etc.). Upon receipt of eviction notice, the current practice of securing a warrant and proceeding to evict for nonpayment of rent is to be adhered to.

- B. Non-Residential Tenants - the present procedure with regard to initiating legal action on the fifth business day of the first month's delinquency is to be followed.

There are to be no pre-arranged agreements made with non-residential tenants in view of anticipated Business Claims. The Rent Collection and Eviction Procedure, already established, is to be adhered to.

V. Collections of Vacated Bad Accounts

- A. After all efforts have been made by field staff to collect rents (this includes deductions from claims) delinquent vacated tenants' accounts are to be referred to the area authorized collection agency to be designated for collection.

VI. Charge-Off of Delinquent Rent Accounts

The charge-off of delinquent rents from vacated bad accounts to collection loss accounts is to remain the same as it has been heretofore, the exception being that a transfer will not be made until the efforts by the collection agency have been exhausted and returned to the agency as uncollectable.

MEMORANDUM

HOUSING AUTHORITY OF THE CITY OF NEWARK

TO: Asst. Directors, Site Coordinators, ^{Date} December 10, 1970
Site Managers, and Field Office Personnel
FROM: Guido L. Cetrulo, Director of Relocation
SUBJECT: Delinquent Rents - Welfare Tenants

In a continuing effort to reduce rent delinquencies and to develop a more responsive attitude from site tenants, meetings have been held between this office and personnel of the administrative section of the Essex County Welfare Board.

The principal purpose of the Welfare Board meetings have been to arrive at a point where Essex County Welfare Board clients, who are also rent-paying site tenants and who receive rent allowances from that agency, meet their rental obligations to the Authority. It is hoped that the situation will be considerably improved by reason of the fact that a definite understanding and procedure has resulted from these meetings.

Effective immediately, therefore, all managers are to institute the following procedure and practice with regard to rent collections involving Welfare Board tenants.

1. A copy of the landlord-tenant relationship letter, which is made up at the time of acquisition, for each Essex County Welfare Board tenant, is to be forwarded to the Essex County Welfare Board, attention of:

Willie Edwards, Supervisor
Essex County Welfare Board
Hall of Records
2. The site manager, through his duly authorized representative (rent collector), is to consult each month with the Essex County Welfare Board field supervisor concerned and with a copy of the monthly rent delinquency list. (Essex County Welfare Board only)

MEMORANDUM

HOUSING AUTHORITY OF THE CITY OF NEWARK

TO: Asst. Directors, Site Coordinators, ^{Date} December 10, 1970
Site Managers, and Field Office Personnel
FROM: Guido L. Cetrulo, Director of Relocation
SUBJECT: Delinquent Rents - Welfare Tenants

continued 2

1. The monthly rent delinquency list of Welfare Board tenants will indicate the monthly rent, the numbers of months delinquency, and the total amount of the delinquency. Full names (first and last) of the tenants will be necessary for identification purposes.

All managers will be held responsible for the setting up of this procedure and following through by establishing a contact and a relationship with the Welfare supervisor in the area. The Welfare Board administrative staff will instruct supervisory and then field personnel to immediately contact Welfare Board tenants who receive rent allotments and who are not meeting the obligations. The managers will develop and prepare in the same manner, as heretofore, rent delinquency lists, which indicate rent collection efforts either through the normal field office rent collection effort or by way of the Essex County Welfare Board's assistance. Proper steps to effect legal action for recovery of rent will be taken as heretofore.

Assistant directors and site coordinators will oversee the implementation of this memorandum in order to get it working immediately.

Guido L. Cetrulo
Director of Relocation

GLC/mdf

ESSEX COUNTY WELFARE BOARD
HALL OF RECORDS NEWARK, N J 07102

PHILIP K. LAZARO,
DIRECTOR

MILTON K. WEINSTEIN
DEPUTY DIRECTOR
TELEPHONE 621 6700

Dec. 2, 1970

IN REPLYING PLEASE MENTION OUR FILE NO. -

Mr. Guido L. Cetrulo, Director
of Relocation
Housing Authority
57 Sussex Avenue
Newark, New Jersey 07103

Dear Mr. Cetrulo:

Pursuant to our conference of December 1, 1970,
we are forwarding to your immediate attention, the listing
for the respective Field Offices and extension numbers of the
Administrative Officers to be contacted by your staff.

Very truly yours,
ESSEX COUNTY WELFARE BOARD

Philip K. Lazaro
Philip K. Lazaro, Director

PKL/EAD/rm
encl.

*12/4/70 copy of attached sent
to both state offices*

FIELD OFFICE I EXT.

John Thomas, F.O.S. 3206
L. De Bello A.F.O.S. 3204

FIELD OFFICE II

Mrs. Forcella, F.O.S. 2562
Ann Krugman, A.F.O.S. 2565

FIELD OFFICE III

Frank Gauer, F.O.S. 3033
-

FIELD OFFICE IV

Mrs. Margaret Smith, F.O.S. 3121
Mr. S. Addonizio, A.F.O.S. 3122

FIELD OFFICE V

Alex Swyer, F.O.S. 3181
Marie Stock, A.F.O.S. 3182

FIELD OFFICE VI

Mr. Wm. Bahrey, F.O.S. 3248
Mr. S. Martino, A.F.O.S. 3246

FIELD OFFICE VII

Mrs. Rose Gehr, F.O.S. 3064
James Williams, A.F.O.S. 3065

FIELD OFFICE VIII

Mrs. C. Addonizio, F.O.S. 2317
John Battle, A.F.O.S. 2315

ESSEX COUNTY WELFARE BOARD

HALL OF RECORDS NEWARK N J 07102

PHILIP K. LAZARO,
DIRECTOR

MILTON K. WEINSTEIN
DEPUTY DIRECTOR

TELEPHONE 681 8700

IN REPLYING PLEASE MENTION OUR

November 19, 1970

NO ...

Mr. Guido L. Cetrulo, Director
of Relocation
Housing Authority
57 Sussex Avenue
Newark, New Jersey 07103

Dear Mr. Cetrulo:

This is in reply to your letter of November 12, 1970 indicating our understanding that there would be need for another meeting to finalize a mode of operation between your agency and ours in approaching the problems you presented in our meeting on November 10th.

At such a meeting our agency would like clarification of data on some of the lists you provided, specific procedures we are prepared to initiate and the role of our respective staffs in setting up a working relationship on the operating level.

For this purpose I have delegated Mr. Eugene A. Dotto, Administrative Supervisor in charge of all field operations related to financial matters, who will arrange to have key members of his staff present at the meeting. Please feel free to set up a mutually convenient meeting directly with Mr. Dotto.

Very truly yours,
ESSEX COUNTY WELFARE BOARD

Philip K. Lazaro
Philip K. Lazaro, Director

PKL:MW
(ilt)

11/20/70
to Edward
Meeting (12/1/70)
796 Broad St
3rd floor
2 p m

HOUSING AUTHORITY OF THE CITY OF NEWARK

57 SUSSEX AVENUE • NEWARK • NEW JERSEY • 07103

TELEPHONE AREA CODE 201 — 622-1030

COMMISSIONERS

REV THOMAS J. FARMER, Chairman
THEODORE P. PETTIGREW, Vice Chairman
RAYMOND P. STABILE, Treasurer
IRVING ROSENBERG
WILLIAM F. PURCELL, SR.
DR. JACK G. SIEGEL

JOSEPH D. SIVOLLELLA, Executive Director

November 12, 1970

Mr. Philip Lazaro
Director
Essex County Welfare Board
Hall of Records
High Street
Newark, New Jersey 07102

Dear Mr. Lazaro:

This is to acknowledge the conference which was held at your office on Tuesday, November 10th, between yourself, myself, and Mr. Hutton and Mr. Bishop of my staff, relative to the rent delinquent problem mutual to our agencies involving Urban Renewal site tenants who are also Essex County Welfare Board aid recipients.

We feel that the discussions which were held on this subject were both fruitful and constructive toward the ultimate alleviation of the problem. We shall be awaiting your letter setting up a final meeting on this matter in order that we might, together, arrive at a positive program for action that will be mutually advantageous to our agencies which will also prove to be of benefit to those whom we serve.

Sincerely yours,

Guido L. Cetrulo
Director of Relocation

GLC:cj

cc: Mr. Hill
File 1

HOUSING AUTHORITY OF THE CITY OF NEWARK

57 SUSSEX AVENUE • NEWARK • NEW JERSEY • 07103

TELEPHONE AREA CODE 201 622 1030

Commissioners

REV. THOMAS J. HENNEGAN, Chairman
THEODORE P. PETERSON, Vice Chairman
RAYMOND P. STAR, Treasurer
IRVING ROSENBERG
WILLIAM F. PURCELL, SR.
DR. JACK G. SEGEL

JOSEPH D. SVOLELLA, Executive Director

May 21, 1970

Mr. Harry L. Sharrott
Assistant Regional Administrator
for Renewal Assistance
Department of Housing & Urban Development
Curtis Building
6th and Walnut Streets
Pittsburgh, Pennsylvania 15222

Re: Amendatory Application for
Loan and Grant
No. H-36 Lower Clinton Hill
The City of Newark

Dear Mr. Sharrott:

Transmitted herewith are ten (10) copies of the subject Amendatory Application. This Application has been necessitated by changes in structural conditions in this predominantly rehabilitation project.

The Resolution of the Housing Authority Board of Commissioners and the Opinion of Counsel will be submitted presently. The Board of Commissioners approved the filing of this Application May 20, 1970.

Thank you for your continued cooperation in Newark's Urban Renewal Program.

Very truly yours,

JOSEPH D. SVOLELLA
Executive Director

JDS:THK:ep

attch.-(10)

HOUSING AUTHORITY OF THE CITY OF NEWARK

57 SUSSEX AVENUE - NEWARK - NEW JERSEY - 07103

TELEPHONE, AREA CODE 201 — 622-1030



Commissioners:

REV THOMAS J FINNEGAN, Chairman
WILLIAM F PURCELL, SR., Vice Chairman
RAYMOND P STABLE, Treasurer
THEODORE P PETTIGREW
DR JACK G SIEGEL
ROBERT J ONTELL

JOSEPH D. SIVOLELLA, Executive Director

May 21, 1970

Mr. Harry I. Sharrott
Assistant Regional Administrator
for Renewal Assistance
Department of Housing & Urban Development
Curtis Building
6th and Walnut Streets
Philadelphia, Pennsylvania 19106

RE: Amendatory Application for
Loan and Grant
N.J. R-45 Newark College
Expansion Project

Dear Mr. Sharrott:

Submitted herewith are ten (10) copies of the pertinent data dealing with the above identified Amendatory Application for Loan and Grant. The reasons for this Amendment can be seen on the supporting schedules in the enclosed budget.

The filing of this application was approved by the Board of Commissioners of the Housing Authority May 20, 1970. Evidence of such approval will be submitted presently with the appropriate Opinion of Counsel.

If you have any questions please feel free to contact this office.

Very truly yours,

JOSEPH D. SIVOLELLA
Executive Director

JDS:TCK:ep

attach, (10)



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
CURTIS BUILDING 4TH AND WALNUT STREETS
PHILADELPHIA, PENNSYLVANIA 19106

REGION II

IN REPLY REFER
2RP

JUN 12 1970

Mr. Joseph B. Sivoletta
Executive Director, Redevelopment Authority
of the City of Newark
57 Sussex Avenue
Newark, New Jersey 07103

Dear Mr. Sivoletta:

Subject: Approval of Part I, Amendatory Application for Loan and Grant
Project No. N.J. R-45, Newark College Expansion
Revised Project Reservation: \$187,011

I am pleased to inform you that the Part I Amendatory Application for Loan and Grant for the captioned project has been reviewed by the Department of Housing and Urban Development and a new reservation of capital grant funds has been established in the amount stated above. This project reservation represents the maximum amount of capital grant assistance for which an amended capital grant contract may ultimately be executed, but is not a commitment to execute such a contract.

You are authorized to proceed with obtaining local approvals and other necessary steps to complete your Amended Application for Loan and Grant. However, prior to local approval, and with the submission of the Part II, you may be required to fulfill certain conditions. You are advised of these conditions in an attachment to this letter.

In connection with this approval, you are hereby advised that we have no intention of approving any subsequent increases which might arise pursuant to future Federal legislation. It is therefore your responsibility to monitor the carrying out of activities in such a way that, if project costs should increase, you will be able to act promptly to prevent overrunning the budget on which the Federal grant is based. In such circumstances, and regardless of the reason for the additional costs, you should reduce the scope of project costs and activities so as to be able to complete the project with the approved project capital grant.

Enclosed are informational copies of the Project Cost Estimate and Financing Plan and the Project Expenditures Budget. The transmittal of these forms does not constitute approvals of the amounts indicated thereon; however, such amounts are those which the Department is prepared to accept at the time an allocation is made.

We are happy to continue our cooperation with you in this worthwhile endeavor.

Sincerely,

Warren P. Phelan, ^{Director}
Regional Administrator

Regional Administrator

copy: Mr. Walker
Mr. Kelly
copy + Encl: Mr. K. K. K.

Newark, N.J. N-45

ATTACHMENT
(Matters of Advice)

Your Authority is advised that with the Loan and Grant Amendatory, Part II you must submit the following:

1. A revised boundary description.
2. A revised estimate of non-cash grants-in-aid reflecting the new project boundary including supporting documentation.
3. Local Approval data.

You are further requested to advise the City that its portion of non-cash grants-in-aid has been increased by \$25,630 for demolition costs, \$109,900 for item 11 site improvements, and \$309,070 for supporting facilities.



Kelly *W. H. H.*

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
CURTIS BUILDING, 4TH AND WALNUT STREETS
PHILADELPHIA, PENNSYLVANIA 19106

REGION II

IN REPLY REFER TO
2RP

Mr. Joseph D. Sivoilella
Executive Director, Housing Authority
of the City of Newark
57 Sussex Avenue
Newark, New Jersey 07103

JUN 17 1968

Dear Mr. Sivoilella:

Subject: Approval of Part I, Amendatory Application for Loan and Grant
Clinton Hill Urban Renewal Project, Project No.: N.J. R-38
Revised Project Reservation: \$1,276,511

I am pleased to inform you that the Part I Amendatory Application for Loan and Grant for the captioned project has been reviewed by the Department of Housing and Urban Development and a new reservation of capital grant funds has been established in the amount stated above. This project reservation represents the maximum amount of capital grant assistance for which an amended capital grant contract may ultimately be executed, but is not a commitment to execute such a contract.

You are authorized to proceed with obtaining local approvals and other necessary steps to complete your Amended Application for Loan and Grant. However, prior to local approval, and with the submission of the Part II, you will be required to fulfill certain conditions. These conditions are contained in an attachment to this letter.

You are hereby advised that we have no intention of approving any subsequent increases in capital grant from the amount now approved, except for increases which might arise pursuant to future Federal legislation. It is therefore your responsibility to monitor the carrying out of activities in such a way that, if project costs should increase, you will be able to act promptly to prevent overrunning the budget on which the Federal grant is based. In such circumstances, and regardless of the reason for the additional costs, you should reduce the scope of project costs and activities so as to be able to complete the project with the approved project capital grant.

Enclosed are informational copies of the Project Cost Estimate and Financing Plan and the Project Expenditure Budget. The transmittal of these forms does not constitute approvals of the amounts indicated thereon; however, such amounts are those which the Department is prepared to accept at the time an allocation is made.

We are happy to continue our cooperation with you in this worthwhile endeavor.

Increase - \$1,276,511
 From - 3,113,189
 To - 4,389,700

Sincerely,

Warren P. Phelan *Acting Regional Administrator*
 Regional Administrator

Enclosure

copy: Mr. Walker
 Mr. Kelly
 copy: Encl: Mr. ~~Phelan~~
 J. A. Lat

MATTERS OF ADVICE

Your Authority is advised that with the Part II Amendatory Application for Loan and Grant you are required to submit the following:

- A. A revised executed cooperation agreement with the City of Newark which recognizes the local grants-in-aid (cash and non-cash) to be provided and a statement indicating that the City agrees to provide its full one-third share of the adjusted net project cost.
- B. A statement indicating the method to be used in financing the additional non-cash grants-in-aid of \$908,775; and
- C. Evidence which would indicate that the increased amount of the adjusted net project cost has been incorporated in the Capital Improvement Program 1970-1975.
- D. Revised data concerning the rehabilitation program for which only \$41,365 is available.
- E. Documentation supporting the increase in non-cash grants-in-aid.
- F. Submit a certified copy of the IPA's Resolution Authorizing the Filing of the Amendatory Application plus an Opinion of Counsel relative to the legality thereof.

HOUSING AUTHORITY OF THE CITY OF NEWARK

57 SUSSEX AVENUE • NEWARK • NEW JERSEY • 07103

TELEPHONE: AREA CODE 201 — 622-1030



Commissioners:

REV. THOMAS J. FINNEGAN, Chairman
WILLIAM F. PURCELL, SR., Vice Chairman
RAYMOND P. STABILE, Treasurer
THEODORE P. PETTIGREW
DR. JACK G. SIEGEL
ROBERT J. ONTELL

JOSEPH D. SIVOLELLA, Executive Director

May 21, 1970

Mr. Harry I. Sharrott
Assistant Regional Administrator
for Renewal Assistance
Department of Housing & Urban Development
Curtis Building
6th and Walnut Streets
Philadelphia, Pennsylvania 19106

RE: Amendatory Application for
Loan and Grant
F.J. R-52 South Broad Project

Dear Mr. Sharrott:

Submitted herewith are ten (10) copies of the pertinent data dealing with the above identified Amendatory Application for Loan and Grant. The reasons for this Amendment can be seen on the supporting schedules in the enclosed budgets.

The filing of this Application was approved by the Board of Commissioners of the Housing Authority May 20, 1970. Evidence of such approval will be submitted presently with the appropriate Opinion of Counsel.

If you have any questions please feel free to contact this office.

Very truly yours,

JOSEPH D. SIVOLELLA
Executive Director

JDS:TCK:ep
attach, (10)

COPY * DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT * COPY
Curtis Building, 6th and Walnut Streets
PHILADELPHIA, PENNSYLVANIA 19106

Region II

In Reply Refer to
2RP

Mr. Joseph D. Svirolella
Executive Director, Housing
Authority of the City of Newark
57 Sussex Avenue
Newark, New Jersey 07103

7/7/70

Dear Mr. Svirolella:

Subject: Approval of Part I, Amendatory Application for Loan
and Grant Project Number, N.J. R-52, South Broad
Street Project Revised Project Reservation: \$7,826,809

I am pleased to inform you that the Part I Amendatory Application for Loan and Grant for the captioned project has been reviewed by the Department of Housing and Urban Development and a new reservation of capital grant funds has been established in the amount stated above. This project reservation represents the maximum amount of capital grant assistance for which an amended capital grant contract may ultimately be executed, but is not a commitment to execute such a contract.

You are authorized to proceed with obtaining local approvals and other necessary steps to complete your Amended Application for Loan and Grant. However, prior to local approval, and with the submission of the Part II, you will be required to fulfill the conditions attached to this letter.

Enclosed are informational copies of the Project Cost Estimate and Financing Plan and the Project Expenditures Budget. The transmittal of these forms does not constitute approvals of the amounts indicated thereon; however, such amounts are those which the Department is prepared to accept at the time an allocation is made.

We are happy to continue our cooperation with you in this worthwhile endeavor.

Sincerely,

Warren F. Phelan
Regional Administrator

enclosures

* COPY *

Newark, N. J. R-52

MATTERS OF ADVICE

Your Authority is advised to submit the following documentation with the Amendatory Part II of your Application for loan and Grant:

1. A revised executed cooperation agreement with the City which reflects, among other things the following:
 - a. The latest HUD approved cost estimate.
 - b. A firm commitment from the City to provide additional non-cash grants-in-aid in the amount of \$448,330 for a new total of \$620,747 which includes demolition costs of \$57,311 and from 11 Site Improvements of \$563,436.
 - c. A statement from the City reflecting its intent to provide additional cash grants-in-aid in the amount of \$372,943.

HOUSING AUTHORITY OF THE CITY OF NEWARK

37 SUSSEX AVENUE - NEWARK - NEW JERSEY . 07103

TELEPHONE AREA CODE 201 622 1030

Commissioners

REV. THOMAS J. FENNEGAN, Chairman
THEODORE P. FITZGERALD, Vice Chairman
RAYMOND P. STABLE, Treasurer
IRVING ROSENBERG
WILLIAM A. PURCELL, SR.
DR. JACK G. SIEGEL

JOSEPH D. SIVOLELLA, Executive Director

May 21, 1970

Mr. Harry I. Sharrott
Assistant Regional Administrator
for Renewal Assistance
Department of Housing & Urban Development
Curtis Building
6th and Walnut Streets
Philadelphia, Pennsylvania 19106

Re: Amendatory Application for
Loan and Grant
N.J.R-72 Fairmount Project


Dear Mr. Sharrott:

Submitted herewith are ten (10) copies of the pertinent data dealing with the above identified Amendatory Application for Loan and Grant. The reasons for this Amendment can be seen on the supporting schedules in the enclosed budgets.

The filing of this Application was approved by the Board of Commissioners of the Housing Authority May 20, 1970. Evidence of such approval will be submitted presently with the appropriate Opinion of Counsel.

If you have any questions please feel free to contact this office.

Very truly yours,


JOSEPH D. SIVOLELLA
Executive Director

JDS:TCK:ep

attach. (10)



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF THE ASSISTANT SECRETARY FOR
PLANNING AND DESIGN
WASHINGTON, D.C. 20548

MEMORANDUM

Mr. Joseph B. Javolsky
Assistant Secretary, Planning Authority,
City of New York
100 West 40th Street
New York, New York 10018

July 1, 1970

Re: Mr. Javolsky

Subject: Approval of Part I, Amended Application for Loan and Grant
Project: Fairmount Urban Renewal Project
Project No. H.U.D. R-72
Revised Project Reservation \$1,515,000

It is pleased to inform you that the Part I Amended Application for Loan and Grant for the captioned project has been reviewed by the Department of Housing and Urban Development and a new reservation of capital grant funds has been established in the amount stated above. This project reservation represents the maximum amount of capital grant assistance for which an amended capital grant contract may ultimately be executed, but it does not commit to execute such a contract.

In connection with this approval, you are hereby advised that we have no intention of approving any subsequent increases in capital grant from the amount now approved, except for increases which might arise pursuant to future Federal legislation. It is therefore your responsibility to proceed to carry out all activities in such a way that, if project cost should increase, you will be able to act promptly to prevent overrunning the budget and defer the Federal grant to later. In such circumstances, and regardless of the reason for the additional costs, you must, since the cost of project construction will be so high, be able to complete the project with the approved project capital grant.

You are authorized to proceed with obtaining local approvals and other necessary steps to complete your Amended Application for Loan and Grant. However, prior to such approval, and with the submission of the Part II, you will be required to fulfill the conditions transmitted to you as an attachment to this letter.

enclosed are original copies of the Project Cost Estimate and
 Financial Statements for the project for the year 1967. The Financial
 Statements have been audited by the Government of the United States
 and are, therefore, correct. The project is being provided
 to the project for the allocation of funds.

We are happy to continue our cooperation with you in this worthwhile
 endeavor.

Sincerely,

John F. Kennedy
 John F. Kennedy
 President, United States

Enclosure

*copy to Mrs. Kahat
 copy to Mr. Walker
 10/10/67*

Page 1 of 1

Financial Statement

1. At the time of the grant, you will be required to provide a financial statement showing the relationship between the grant and your other financial activities.

2. The following is a summary of the financial statement.

3. The statement shows the following information: (a) total non-cash assets of \$1,200,000; (b) total cash assets of \$1,200,000; (c) total liabilities of \$1,200,000; (d) total net worth of \$1,200,000. The total cost of the grant is \$1,200,000. The total net worth represents the difference in non-cash credit of \$1,200,000.

4. The statement also shows the City's obligation to provide additional funds in the amount of \$1,200,000, for a new total of \$1,200,000.

5. The statement also shows the City's obligation to provide additional funds in the amount of \$1,200,000, for a new total of \$1,200,000.

6. The statement also shows the City's obligation to provide additional funds in the amount of \$1,200,000, for a new total of \$1,200,000.

7. The statement also shows the City's obligation to provide additional funds in the amount of \$1,200,000, for a new total of \$1,200,000.

HOUSING AUTHORITY OF THE CITY OF NEWARK

57 SUSSEX AVENUE • NEWARK • NEW JERSEY • 07103

TELEPHONE AREA CODE 201 — 622-1030

Common Members

JOSEPH D. SIVOLELLA, Executive Director

REV THOMAS J. FANNIGAN, Chairman
THEODORE P. PETHGREN, Vice Chairman
RAYMOND P. STABILE, Treasurer
IRVING ROSENBERG
WILLIAM F. PURCELL, SR.
DR. JACK G. SIEGEL

May 28, 1970

Mr. Harry I. Sharrott
Assistant Regional Administrator
for Renewal Assistance
Department of Housing and Urban Development
Curtis Building
6th and Walnut Streets
Philadelphia, Pennsylvania 19106

Re: Amendatory Application for
Loan and Grant
N.Y. F-6, Old Third Ward Project

Dear Mr. Sharrott:

Transmitted herewith are ten (10) copies of the Amendatory Part I Application for Loan and Grant for the above captioned Project.

The resolution by the Board of Commissioners of the Housing Authority and the Opinion of Counsel will be submitted under separate cover.

Any questions you might have during your review of this Application, please contact our office.

Thank you for your continued cooperation in Newark's Urban Renewal Program.

Very truly yours,

JOSEPH D. SIVOLELLA
Director

HOUSING AUTHORITY OF THE CITY OF NEWARK

57 SUSSEX AVENUE
NEWARK, NEW JERSEY 07103

September 9, 1970

Mr. Harry I. Sharrott
Assistant Regional Administrator
for Renewal Assistance
Department of Housing & Urban Development
Curtis Building
6th and Walnut Streets
Philadelphia, Pennsylvania 19106

Att: Charles Heins

Re: Ammendatory Part I Application
for Loan and Grant
N.J.K-19 Hill Street Project

Dear Mr. Sharrott:

We transmit herewith seven (7) copies of the above captioned Application for your review.

If you have any questions during your review, please feel free to contact this office.

Thank you for your continued cooperation in Newark's Urban Renewal Program.

Very truly yours,

JOSEPH D. SIVOLELLA
Executive Director

JDS:TCk:ep

attach.

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HOUSING AUTHORITY OF THE CITY OF NEWARK

57 SUSSEX AVENUE

NEWARK, NEW JERSEY 07103

Dec 1

January 21, 1971

originally sent by letter on 1/22/71

Mr. Peter Longarzo
Area Director
Department of Housing and
Urban Development
970 Broad Street
Newark, New Jersey 07102

Att: Walter Zvonchenko
Renewal Representative

Re: Amendatory Survey & Planning
budget

H.J.R-156 St. Michael's Project

Dear Mr. Longarzo:

We are transmitting herewith copies of the Amendatory Survey and Planning Application for the above captioned Project. This Amendatory budget was requested by your staff during their review of the Part I Application for Loan and Grant for this Project.

The existing Municipal Council authorization exceeds that requested herein, therefore a new resolution of that body is not being submitted. The authorizing resolution was submitted in the original Survey and Planning Application for the Project.

If you have any questions during your review of this budget please feel free to contact this office.

Very truly yours,

JOSEPH D. SIVOLLELLA
Executive Director

JDS:TCK:ep

enc.

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HOUSING AUTHORITY OF THE CITY of NEWARK

57 SUSSEX AVENUE
NEWARK, NEW JERSEY 07103

December 24, 1970

Mr. Peter Longarzo
Area Director
Department of Housing & Urban Development
Federal Building
970 Broad Street
Newark, New Jersey 07102

Re: Part II Application for
loan and Grant
N.J.R-45 Newark Colleges Expansion
Project

Dear Mr. Longarzo:

We are herewith submitting five (5) copies of the Local Approval Data, Part II Application for loan and Grant for the above captioned Project. As you know this Application represents a budget amendment for the subject Project.

If you have any questions during your review of the Application please feel free to contact this office. Thank you for your cooperation in Newark's Urban Renewal Program.

Very truly yours,

JOSEPH D. SIVOLELLA
Executive Director

JDS:TCK:ep
attach. (5)

C
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Y

NEWARK, NEW JERSEY 07102

NEWARK

December 24, 1970

Mr. Peter Longarzo
Area Director
Department of Housing & Urban Development
Federal Building
970 Broad Street
Newark, New Jersey 07102

Re: Part II Application for
Loan and Grant
N.J.R-52 South Broad Project

Dear Mr. Longarzo:

We are herewith submitting five (5) copies of the Local Approval Data, Part II Application for Loan and Grant for the above captioned Project. As you know this Application represents a budget amendment for the subject Project.

If you have any questions during your review of the Application please feel free to contact this office. Thank you for your cooperation in Newark's Urban Renewal Program.

Very truly yours,

JOSEPH D. SIVOLELLA
Executive Director

JDS:TCK:ep
attach. (5)

HOUSING AUTHORITY OF THE CITY OF NEWARK

57 SUSSEX AVENUE

NEWARK NEW JERSEY 07103

December 24, 1970

Mr. Peter Longarzo
Area Director
Department of Housing & Urban Development
Federal Building
570 Broad Street
Newark, New Jersey 07102

Re: Part II Application for
Loan and Grant
N.J.R-72 Fairmount Project

Dear Mr. Longarzo:

We are herewith submitting five (5) copies of the Local Approval
Data, Part II Application for Loan and Grant for the above cap-
tioned Project. As you know this Application represents a budget
amendment for the subject Project.

If you have any questions during your review of the Application
please feel free to contact this office. Thank you for your co-
operation in Newark's Urban Renewal Program.

Very truly yours,

JOSEPH D. SIVOLELLA
Executive Director

JDS:TCK:ep
attach. (5)

C
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HOUSING AUTHORITY OF THE CITY OF NEWARK

57 SUSSEX AVENUE • NEWARK • NEW JERSEY • 07103

TELEPHONE AREA CODE 201 622 7030

Commissioners

REV. THOMAS J. F. NEEGAN, Chairman
THEODORE P. METZGER, Vice Chairman
RAYMOND P. STABIE, Treasurer
JRYING ROSENBERG
WILLIAM F. PURCELL, SR.
DR. JACK G. SEGAL

JOSEPH D. SIVOLELLA, Executive Director

December 31, 1970

Mr. Peter Longarzo
Area Director
Department of Housing and
Urban Development
970 Broad Street
Newark, New Jersey 07102

Att: Richard Lehmann
Metropolitan Development
Representative

Re: Neighborhood Facility
Central Ward Community
Center

Dear Mr. Longarzo:

We are transmitting herewith four (4) copies of a Part I Application for a Neighborhood Facilities Grant and accompanying Map Binders. This facility is proposed to serve the future population of the N.J.R-32 Urban Renewal Project which is currently undergoing redevelopment. As will be seen from the enclosed Application, this facility is a necessity.

If any questions arise during your review of this Application, please feel free to contact this office.

Thank you for your cooperation in Newark's Redevelopment Program.

Very truly yours,

JOSEPH D. SIVOLELLA
Executive Director

JDS:TCK:ep

attach. (4)

January 4, 1971

Mr. Peter Longarzo
Area Director
Department of Housing
and Urban Development
970 Broad Street
Newark, New Jersey 07102

Re: Part II Application for
Loan and Grant
N.J.R-38 Lower Clinton Hill
Project

Dear Mr. Longarzo:

We are transmitting herewith five (5) copies of the above captioned Application for your review. The Proclamation Certificate relative to the Urban Renewal Plan contained therein will be submitted as a separate document.

If there are any questions concerning the Application please contact this office.

Thank you for your continued cooperation in Newark's Urban Renewal Program.

Very truly yours,

JOSEPH D. GIOVIELLA
Executive Director

JDS:TCR:eg

attach. (5)

COPY

NEWARK, NEW JERSEY 07103

Mr. Peter Longartz
Area Director
Department of Housing and
Urban Development
970 Broad Street
Newark, New Jersey 07102

See entry Part I Application
for Loan and Grant
...R-62 Essex Heights Project

Dear Mr. Longfellow:

We are transmitting herewith five (5) copies of an Amended Final Project Report. Part I A, Application for Loan and Grant for the above captioned Project. Included within this Application is a detailed justification for the substantial Federal Trust income requested therein.

If you have any questions during your review please feel free to contact this office. Thank you for your continued cooperation in Newark's Urban Renewal Program.

Very truly yours,

JOSEPH D. SIVOLILLA
Executive Director

JDS:TCK:en

enc. -5

November 13, 1970

Mr. Peter J. Longarzo
Area Office Director
Department of Housing & Urban Development
Federal Building
970 Broad Street
Newark, New Jersey 07102

Attention: Mr. Walter Zvonchenko

Dear Mr. Longarzo:

An emergency situation is arising in the operation of the Old Third Ward Area, Project N.J. R-6, in our effort to meet the needs of the Board of Education of Newark for a new school. Several years ago, when the Board of Education was advised by the State of New Jersey Highway Department that the present Charleton Street School would be in the right-of-way of the proposed Route 75 through the project, the plans for N.J. R-6 were amended to provide a site for replacement thereof. Although the highway program has lagged, the new school has become urgent in the general program of the school system and the plans are now with the State of New Jersey for final approval.

Over the extended period since approval of the last Amendment to N.J. R-6 most of this site has been secured and cleared.

Now we await approval of a currently submitted further amendment providing funds for additional acquisition. On the site necessary for construction of the school are ten parcels yet not acquired. Acquisition prices have been approved for all properties by PUD and all are under option or an option has been tendered to the Authority for acceptance.

Mr. Peter J. Longarzo

-2-

November 13, 1970

No further project funds are available unless HUD will approve our proceeding herein pending execution of the Amended Loan and Grant contract now under review. The total price of those open parcels amounts to \$139,200. as per actual negotiations thereon. These cover in Block 2584, Parcels 7, 11, 21, 23 and 25; and in Block 2585, parcels 9, 10, 13, 22 and 27. The values range between \$9,500. and \$21,000. averaging out at \$13,920.00.

The bids for the new school are now to be advertised by December 15th, and the anticipated ground breaking would be in March of 1971. The Authority however needs ninety days lead time thereon to assure relocation by March, after acquisition of title.

Our approval to buy now, anticipating contract amendment, will permit us to close title in December and have the site ready in time.

Your best efforts to expedite this promptly will be greatly appreciated.

Very truly yours,

Joseph D. Sivoletta
EXECUTIVE DIRECTOR

JDS
WTS/jb

ORGANIZATIONS AND GROUPS PARTICIPATING IN URBAN RENOVATION AND RELATED PROGRAMS

Covering Period 1968 to April 1969

COMMUNITY RELATIONS AND SOCIAL SERVICES
NEWARK HOUSING AUTHORITY

MR. JOHN GARRETT, JR.

Technical

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Books must be returned to the desk before you leave.

Name _____

Address _____

City _____

School or Firm _____

Date

Call numbers (& vols.)

Newark Citizens Housing Council
Chairman: Charles Bell
44 Belmont Avenue
Newark, New Jersey

The official community group, (city, state, federal) composed in the main of poor non-white residents from the areas of the city where Urban Renewal most greatly affects resident status in terms of displacement, character of relocation, socio, economic, health, education, political and other benefits that may derive from the Urban Renewal process when well planned.

This group has direct access to decision making related to Urban Renewal, serves an advisory function, approves allocation of land for community development, influences direction of policy through discussion and recommendation, and periodically reviews the relocation process, and presents grievances of the affected community.

Newark Area Planning Association
Chairman: Junius Williams
186 South Orange Avenue
Newark, New Jersey

A vocal community action group addressing itself to local situations deemed to be of special significances to the Black community. They are vigorously committed to problems attending redevelopment, relocation, employment, political implications, and the nature of services for children and adults in affected areas.

Newark Housing Joint Tenant Association
President (Mrs. Gladys Dickinson)
84-7th Ave., Apt. 12 D
Newark, New Jersey

A city wide public housing tenant association with representatives from all projects invited to join in community action to enhance the atmosphere in public housing, its environs, and the city as a whole. Its stated aim is interaction with management of housing to foster greater understanding and communication, through tenant involvement in decision making affecting residents, helping to set standards for continued occupancy, establishing priorities in terms of changes and upgrading of housing projects, advisors in development of community space, programs covering the broad spectrum of social needs and goals, i.e. health, education, welfare, employment, recreation, etc.

Tenant Associations

Groups formed by tenants in each project through democratic procedures with elected officers from among the project's residents. Its aim being identical to that of the city wide Joint Tenants Association, but focusing on the characteristics of their own project and the surrounding community. Each project (17) throughout the city is invited to designate representatives to the Newark Housing Joint Tenant Association.

N.A.A.C.P. (Newark Branch)
President - Sally Carrol
506 Clinton Avenue
Newark, New Jersey

Addresses itself to the broad spectrum of problems common to change such as attends city wide redevelopment, where non-whites have already overwhelming problems of social, economic, educational, bias, prejudices, as well as historical political inpotence.

By use of news media, radio, community programs, dialogue, etc., with the L.P.A. and city government, the problems of a community in the throes of monumental change are aired and greater understanding of mutual problems ensues which in the long run is salutary.

United Community Corporation
Director Dr. Sylvester Odum
449 Central Avenue
Newark, New Jersey

The community action agency for the city of Newark, maintains area boards throughout the city. Such area board directors and members located in U.R. sites are residents of the area who involve themselves in all action affecting that neighborhood or area.

The U.C.C. with myriad community action programs is in daily communication with the L.P.A. in planning implementing, changing, and mutually serving to relieve the harshness of change and seeking to exact immediate and long range benefits from many government programs designed to bring about improvement with change.

Clinton Hill Area Rehabilitation Committee
Chairman: Mrs. Mildred Helms
526 Clinton Avenue
Newark, New Jersey

The official (city, state, HUD) citizens participation body, which assists in planning, setting priorities, recommending programs, and reviewing program development on a continuing basis. It is an aggressive, articulate, well informed, indigenous organization well representing its constituents which are mainly poor non-white families.

Fuld Neighborhood House
Director Wm. Twyman
71 Boyd Street
Newark, New Jersey

A settlement house in the center of the most depressed section of the city contiguous to two U.R. sites R-6 & R-32. Maintains a vigorous outreach program, broad and extensive community involvement, utilizing personalized community organization techniques, media such as radio, newsletters, newspapers.

The House is one of the most respected and trusted agencies in the city. Its program encompasses special needs of elderly and children, school and work, health exams and narcotics problems, tutoring and recreation, welfare and employment, etc. One of the outstanding services of Fuld has been its participation in the H.U.D. related programs of the city ie: public housing problems, rehabilitation programs, storefront centers, development of dialogue opportunities for the community, and presently being the nucleus and catalyst for a first class multi-purpose community facilities program and building through H.U.D., etc. Advises L.P.A. in its program planning on a regular basis.

There are numerous neighborhood groups influencing the direction of, and who participate effectively and meaningfully in HUD related programs, but without the benefit of the news media. Some such representative groups are listed below:

- * Community Information and Referral Center, Inc.
Thomas Carmichael (Dir.)
186 Belmont Avenue
Newark, New Jersey

Community Development Corp.
Clarence Hutchins (Pres.)
Area Bd. #1
193 Central Avenue
Newark, New Jersey

West Memorial Presbyterian Church
Community Roundtable
200 So. Orange Avenue
Newark, New Jersey

Victoria Social Services Center
Cleveland Elementary School
Mrs. Geraldine Tucker
158 Waverly Avenue
Newark, New Jersey

Warren St. School Parent Education Committee
Title I Program
212 Warren Street
Newark, New Jersey

Burnet St. School Title I Program
Miss Ruth Buehrer (Coordinator)
238 Burnet Street
Newark, New Jersey

FOCUS (Field Orientation for the Underprivileged Spanish
Mr. Anthony Perez (Director)
465 Broad Street
Newark, New Jersey

Trinity U.A.M.E. Church - Urban Renewal Committee
Rev. Earl Huff (Pastor)
222-224 Warren Street
Newark, New Jersey

Organizations participating in H.U.D. assisted programs to expand the supply of
low - and moderate - income housing.

The L.P.A. has offered technical assistance and advice to all of the below listed
groups, planning low income, or moderate income housing. The asterisks represent
non-white corporations involved in non-profit building, or rehabilitation programs.

L.I. low income
L.M. low moderate
M.I. middle income

- * Twin Building Urban Renewal Corp.
Mt. Calvary Project
Rev. Wendel Mapson (President)
235 Seymour Avenue
Newark, New Jersey

L.I.

- * Jewish Urban Renewal Corp.
Rev. Horace Shorper (President)
39 Girard Pl.
Newark, New Jersey

L.I.

- 0
- * Tri City Citizens Union for Progress L.I.
 Robt. Johnson (President)
 518 Springfield Avenue
 Newark, New Jersey
 - * Newark Citizens Urban Renewal Corp. L.I.
 Mr. Alfred Booker (President)
 539 High St.
 Newark, New Jersey
 - * The New Community Corp. L.I.
 Mr. Willie Wright (Chairman)
 65 Jones Street
 Newark, New Jersey
 - * Fuld Settlement House L.I.
 WM. Tryman (Exec. Dir.)
 71 Boyd Street
 Newark, New Jersey
 - Mt. Carmel Guild L.I.
 Mr. Joseph Brown
 Mr. WM. Ferricelli
 594 N. 7th Street
 Newark, New Jersey
 - * Newark Central City Urban Renewal Corp. Residence Home for Elderly
 Dr. Carl Rollins
 Dr. Larry Schieler
 41 Oak Street
 E. Orange, New Jersey
 - * Metropolitan Baptist Church L.I.
 Rev. B.F. Johnson
 32 Prince Street
 Newark, New Jersey
 - * Pilgrim Baptist Church L.I.
 Rev. Arthur Jones
 34 Hudson Street
 Newark, New Jersey
 - * New Hope Baptist Church L.I.
 Rev. C.E. Thomas
 106 Hudson Street
 Newark, New Jersey
 - * Newark Community Development Corp. I.I.
 Rev. Ulysses Blakely
 155 Heywood Avenue
 Orange, New Jersey
 - * Voice of the Ministers L.I.
 Rev. Frank P. Rogers (President)
 101 Keer Avenue
 Newark, New Jersey

- * Urban League of Essex County L.I.
Mr. James Pawley (Exec. Dir.)
58 Jones Street
Newark, New Jersey
- * Frontiers International (Newark Branch)
Mr. James Sincad (President)
113 Chadwick Avenue
Newark, New Jersey
- Brick Tower Housing Corp. L.M.
Brick Layers and Plasterers Union,
Local #16
Walter Vondin (President)
62 - 19th Avenue
Newark, New Jersey
- University Gardens L.M.
Jack Parker Associates
11 Hill Street
Newark, New Jersey
- Prudential Insurance Co., and N.J. State Housing L.I.
Finance Agency
213 Washington Street
Newark, New Jersey
- Metropolitan Urban Renewal Corp. L.M.
Mr. Louis Barber
159 Main Street
Chatham, New Jersey
- U.S. Realty and Investment Corp. (Hallmark House) M.I.
Lehman Brothers
10 Hill Street
Newark, New Jersey

BACKGROUND OF R-32 PAC

The R-32 PAC is an outgrowth of a thrust by the Community Information and Referral Service in conjunction with the Newark Housing Authority to diminish the hardship and confusion many times attending the urban renewal process.

CIRC, a grass roots community action non-profit agency located in the Central Ward (R-32) of Newark received grants from the Victoria and Fanglehard Foundations to employ 3 community organizers to work exclusively in R-32. The purpose of the effort was to involve themselves with the subject community to assure dissemination of pertinent information re urban renewal in R-32, relocation problems, benefits, and other concerns vital to the affected community. The ultimate aim was to foster development of area groups to the point of establishment of a viable PAC group. In June, 1969, this team officially initiated its community organization program.

In July of 1970, the combined community groups decided to hold an election for officers of an official PAC group. There were 90 members present at the election, and a slate of officers was installed. There are approximately 150 members in the combined group.

Staff members of the L.P.A. were present at the election held July 20, 1970 and the following officers were elected:

Harold Wilson	President	404 Bergen Street
Ossie Wilson (No Relation)	Vice President	326 Hunterdon Street
Dorothy Harris	Secretary	301 - 18th Avenue
Doris Ridley,	Ass't. Secretary	408 Hunterdon Street
Leon Malloy	Treasurer	404 Bergen Street

In keeping with the requirements set forth in L.P.A. Agency Letter No. 458, June 24, 1968, Subject: 'Increased Citizen Participation in Urban Renewal Projects,' the PAC was established in cooperation with local residents and groups. It reflects a cross section of citizens who live, have lived, or who work in the affected area.

The N.H.A. will continue to cooperate closely with, and make available to the official PAC group information relating to plans and progress in R-32, providing necessary technical assistance, cooperation in terms of office space and equipment, availability of staff on all levels to meet with and assist the group in a mutual effort as far as feasible.

As pointed up in HUD guidelines, the role of the PAC should be collaborative rather than duplicative or competitive with the LPA in the progress in N.J. R-32.

The PAC group has been meeting regularly in R-32 with residents and have also maintained a close working and planning schedule of meetings with the representatives of Council of Social Agencies in initial planning for a proposed Multi-purpose Service Center to serve the families in N.J. R-32. Consideration of educational needs, shopping centers, medical facilities, cultural opportunities, and meaningful recreational and green areas, etc., in R-32 are major concerns of this body of citizens and agencies. Such vital factors as the administrative and board functions of major facilities will be determined in conjunction with the PAC group from initiation to completion.

Committees of the PAC are involved in the development of a constitution and by-laws, the latter to be submitted to HUD Regional Office for review after which they intend to incorporate and request a contract with HUD to implement their proposed program for N.J. R-32. Several sources of funding are to be explored as possible funding resources, i.e., HEW, N. J. Dept. of Community Affairs, Municipal, State and federal governments, agencies, foundations, etc.

Below are listed the more active groups in R-32 represented in the PAC.

United Community Corporation (Newark CAP Agency)

Area Boards II and III

Victoria Foundation (Title I Advisory Board)

P.T.A. Groups

Newark Churches Volunteer Services

Community for a Unified Newark

Fuld Neighborhood House

Central Ward Civic Association

FOR DISCUSSION PURPOSES

SOCIAL REFERRAL SYSTEM

This L.P.A. has recognized its responsibility to minimize the hardship and anxiety which frequently attends displacement or other effects of the urban renewal process, consequently an intensive social referral system has been set up in sites involving relocation or rehabilitation.

Extremely close liaison with state, county, and municipal agencies is maintained. As a result of many years of rendering social services in both urban renewal and housing projects, a close working relationship has been developed between this L.P.A. and scores of resource agencies, groups, organizations, and private resources.

All families in R-6 have been visited, not only to disseminate information pertinent to the L.P.A.'s responsibilities, benefits, and general welfare of the residents, but also to ascertain needs of a social nature requiring counsel or referral to an appropriate resource.

Community service workers are alerted to problems in various ways, i.e., referral by a relocation field worker, direct contact in the course of routine visits, phone calls, walk in by client, referrals through churches, community agencies, etc. These workers are assigned to all site offices where displacement or rehabilitation is planned. Running records are maintained on every contact by the assigned workers or aides. In addition records are kept of all agency involvement and a central filing system is utilized with duplicates remaining in site relocation offices.

Of the many functions performed by the Community Relations and Social Services staff none has greater importance than follow-up of families moving from the Urban Renewal site to public, leased, or other housing which is subsidized in whole, or in part by governmental programs. For these families a referral system designed to meet the urgent needs of the relocatees has been in operation for some time in this L.P.A. It has been recognized for attaining to a large degree the philosophy announced under the social goals of the H.U.D. programs. Under this system, which is regularly reviewed for possible refinement, the Community Relations and Social Services staff is alerted by the Urban Renewal site office worker, our Tenant Selection unit, Leased Housing section, and Housing Project manager (if applicable) that a family is moving to a particular location. In many instances the initial worker makes follow-up visits to assist the family, or if impractical due to distance or other causes copies of social service data is transmitted to a worker at the housing project or to other personnel designated to provide follow-up throughout the community.

The procedure outlined above assures that assistance to a family may continue after relocation. Benefits accrue through orientation to the new surroundings, as well as the knowledge that assistance is available if the need exists or arises. Some of the harshness associated with displacement is surely diminished by this evidence of concern by the L.P.A.

It is common knowledge that blighted areas in Urban Renewal Sites are conflagration-prone, thus it falls the responsibility of the L.P.A. to assist these shelterless families as we would relocatees. Due to the rash of fires in recent years this Authority participated in the formation of a disaster committee utilizing

a housing project as disaster headquarters. Staff of Community Relations and Social Services are called upon to assist in the housing of fire victims, taking appropriate steps to meet the needs of these persons.

In 1969, 250 families (1,150 people) made homeless by fires were housed by the L.F.A. and serviced by Community Relations and Social Services staff.

In order to formalize and effectively coordinate the variety of services required in big-city emergencies, the Newark Disaster Coordinating Committee, comprised of thirteen organizations, was formed.

The Newark Housing Authority with two staff members actively involved as committee members, performs the vital function of being the main source for housing families affected by disasters, such as fires, where victims are forced to leave their homes.

CITIZEN PARTICIPATION

Sustained interest and activity of high school age groups has been the first and objective of this L.P.A.'s Community Relations and Social Services Division. The main purpose is to facilitate the relocation of families and individuals by extending the range of help and kinds of services to be provided. L.P.A. is persistent in the city, working with groups and individuals who are often fearful, panic, fears, mistrust, and to create a sense of community spirit and spirit of cooperation. They are not afraid to go into the area which they will have to live with them to their new neighborhood.

A significant number of staff members are employed in the R-6 area and many of its youth are employed by the L.P.A. in various categories during the summer months. The Newark Housing Council, 114 Branford Place, an official citizens' group, is coordinated by city, state and federal agencies. It has a staff and other categories of staff to assist in the administration of the Urban Renewal process in R-6.

This L.P.A. also provides facilities for educational, social, recreational, vocational and other opportunities for the youth of the area and their own groups of all ages.

Community Relations and Social Services staff is quite limited but its effectiveness is multiplied by the group of individuals and groups who, in cooperation with the staff, provide a planful service to the urban area, as well as the peripheral area. The staff is working in the direction of an expansion of the program, and the staff as advisory persons and in the

organizations. In U.R.-6 site, for example, we have staff members serving on executive boards, or as officers working in an effort to foster progress toward our mutual goals - adding ourselves to a broad spectrum of general human resources in the area in question. Below are some of the participation groups influencing the program.

Community Housing Council
114 Branford Place
Newark, New Jersey
624-2286

James Williams - Executive Director
William Allen - Deputy Director
James Bell - Chairman

Old Neighborhood House
Broad Street

Broad spectrum of programs for youth and Senior Citizens.
i.e., health, education, recreation, etc.

Old Neighborhood House
Broad Street

Broad spectrum of programs for youth and Senior Citizens.
i.e., health, education, recreation, etc.

Wells Wright Day-Care Center
12 Prince Street

Multipurpose Center
158 Spruce Street

Social Service Center addressing itself to various problems characteristic of U.R.-6.

Community Information and Referral Center
186 Belmont Avenue
Social Service Center

The Newark Youthquake Center
13 Belmont Avenue
Social Service Center

8. Police Community Relations
13 Belmont Avenue
9. Leaguere Scholarship Fund
3 Belmont Avenue
10. New-Ark
3 Belmont Avenue

Program for High School Drop-outs.
11. North Jersey Community Union
107 Charlton Street

Day-Care, Health, Education and Employment Programs.
12. Baby Land Nursery
107 Lincoln Street
13. City Neighborhood Youth Corp
Summer Employment for Youth
14. New Well
173 Belmont Avenue
Drug Rehabilitation Center
15. D.A.R.E.
54 Spruce Street
Drug Rehabilitation Center
16. United Community Corporation
Area Board
315 Clinton Avenue
Anti-Poverty Agency
17. People's Action Group
Area Board
315 Clinton Avenue
Anti-Poverty Agency
18. Public Schools - Title I Programs

Quitman Street School
21 Quitman Street

Eighteenth Avenue School
241-18th Avenue

Charlton Street School
123 Waverly Avenue

Montgomery Street School
74 Montgomery Street

Merron Street School
75 Merron Street

INFORMATIONAL AND MEETING CENTERST.R.-6

Abyssinian Baptist Church
West Kinney Street
Rev. Horace P. Sharper, Pastor

St. James A.M.E. Church
High and Chest Street
Rev. B.H. Owens, Pastor

Immanuel Memorial A.M.E. Church
Highland and High Street
Rev. C.L. Burton, Pastor

Harlem Church Volunteer Service Center
2 Lincoln Avenue
Rev. Dennis Westbrook, Director

Metropolitan Baptist Church
Prince Street
Rev. B.F. Johnson, Pastor

Many store front churches have participated in the U.R. process by disseminating information and providing space for informational and guidance meetings.

SOCIAL SERVICES

U.R.-6 SITE

HOMEMAKERS AND HEALTH AIDES

The Homemakers - Home Health Aides performs duties to upgrade the family levels of living, to assist with the maintenance and management of their homes, provides care for the children or personal care for ill or disabled family members.

Home health aide service increases and broadens the medical services provided through the medical assistance program of the welfare agency. These services are rendered in their own home when no responsible person is available for this purpose.

The Center will be located in the heart of the Old Third Ward at 72 Broome Street, U.R.-6 Site.

25 aides and one supervisor will operate from above location. Proposal is to be submitted to State Department of Health for a broader program.

HEALTH SERVICE

ALL U.P. SITES

COMMUNITY NURSING SERVICES

A non-profit agency prepared to provide nursing service, physical therapy and diet counseling to the homebound sick and disabled of all ages under the direction of a physician. The Agency is a certified Home Health Agency for the Medicare program which also provides speech therapy, home health aides and medical equipment. The medical policies of the Agency are approved by a Medical Advisory Committee of local physicians selected by the Essex County Medical Society.

Gives or teaches to give nursing care to any member of the family. Changes dressings, assists with special treatments, and gives hypodermic injections. Helps with prescribed exercises, teaches to use a walker and crutches. Aids the family in interpreting orders for special diets and assists with budgeting. Instructs expectant parents in infant care before and after the baby is born. Helps families to understand the "how" and "why" of the doctors' orders. Arranges for special therapy and supervises the work of the home health aide.

A registered graduate nurse with special education and experience and other qualified members of the health team prepared to carry out the physicians' orders.

The charge for the visit is based on the actual cost, however the amount paid is determined after the nurse has consulted with the family. Fees are adjusted to meet individual needs through monies allocated to the Agency by United Community Fund. The nurse may find that the patient is entitled to home nursing service through a health service plan or medicare.

205 Roseville Avenue, Newark, New Jersey
Phone, 483-4221